

Annex I

Programme of Action work-plan

Area of action	Deliverable ¹	Key activities	Time frame																			
			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Knowledge generation and dissemination	<p>In response to ILC 2016 Conclusion 23 (b)</p> <p>An evidence-based body of knowledge on improving the effectiveness of labour inspection and workplace compliance systems created for the Office to provide high- quality technical services addressing the governance gaps in GSCs (2.1)</p>	<ol style="list-style-type: none"> 1. Compile and analyze current research on workplace enforcement and compliance strategies and systems in GSCs and, identify areas for further research. 2. Compile best practices that inform and support improvements in the effectiveness of workplace enforcement and, compliance strategies and systems in specific sectors 3. Develop a web-based repository of proactive and strategic labour/OSH inspectorates' best practices 4. Develop labour/OSH inspectorate networks or platforms to exchange expertise and experiences 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	<p>In response to ILC 2016 Conclusion 23 (d)</p> <p>A strategic review of the existing ILO development cooperation programmes in GSCs and related work carried out to:</p> <p>(1) understand the different methods and points of intervention of existing projects addressing GSCs and the different impacts that each can have on decent work deficits;</p> <p>(2) understand how to extend the reach and increase the scope of these impacts through up scaling, adaptations or complementary interventions; (3) explore how to implement interventions based on geography or by sector (4.1)</p>	<ol style="list-style-type: none"> 1. Set up an inter-departmental team, under DDG/P, to coordinate the strategic review 2. Identify relevant guiding policy and knowledge questions, and propose criteria to assess impact 3. Evaluate development cooperation programmes in GSCs to understand how to extend their reach and impact through up scaling, adapting or other complementary interventions 4. Document and disseminate the findings to inform policy guidance and programme formulation 			X	X	X	X	X	X	X	X	X	X								

¹ Figures in bold at end of each deliverable corresponds to the deliverables from GB.328/INS/5/1 (Add.1), Appendix, Activity Matrix 2017–2021. Note: Some deliverables have been merged to avoid duplication.

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Knowledge generation and dissemination	In response to ILC 2016 Conclusion 23 (f) Knowledge generated on: (1) the respect for international labour standards (emphasizing equal opportunities and treatment for all women and men in, and eliminating discrimination based on, gender, race, ethnicity, indigenous identity and disability), by enterprises across their GSCs; (2) results and impact of social protection on the enterprises' social and economic performance; and (3) lessons learned from the Rana Plaza compensation scheme (6.5)	<ol style="list-style-type: none"> 1. Develop knowledge products including good practice compendiums and national engagement models 2. Leverage global, regional and national forums to share and disseminate knowledge 3. Share lessons learned through engagement-oriented platforms (networks and social media) 																				
	In response to ILC 2016 Conclusion 23 (h) Data on decent work in GSCs from external and internal sources discussed with the aim of promoting statistical coherence (8.1)	<ol style="list-style-type: none"> 1. Compile a preliminary list of existing and potential measurements at the national level, taking into consideration the relevant SDG indicators 2. In consultation with constituents, identify an agreed list of key measurements in GSCs at the national level 3. Conduct national level assessments of decent work in GSCs 																				
	In response to ILC 2016 Conclusion 23 (i) Knowledge generated through research as well as drawn from empirical knowledge/lessons learned on how GSCs work in practice, including sourcing practices, how they vary by industry, how GSCs are different from domestic supply chains, what their impact is on decent work and fundamental rights (9.1)	<ol style="list-style-type: none"> 1. Set up an inter-departmental team, under the DDG/P to ensure coherence across research products 2. Generate and collect data on key aspects of decent work, trends, functions and dynamics of GSCs 3. Do analysis based on the generated or collected primary and secondary data 4. Produce a coherent series of reports, research papers, policy briefs and guides for advocacy 																				

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Knowledge generation and dissemination	In response to ILC 2016 Conclusion 23 (i) Technical assessment of private compliance initiatives and initiatives by key external actors such as UN organizations, OECD, G7, G20, and international trade and financial institutions, to promote decent work in GSCs (9.2)	<ol style="list-style-type: none"> 1. Identify, compile and analyze key information of programmes and strategies of selected private compliance initiatives to promote decent work in GSCs 2. Identify, compile and analyze key information on programmes and strategies of key external actors to promote decent work in GSCs 3. Provide an analytical fit for ILO positioning, based on results for deliverable 4.1 4. Compile a good practice compendium on GSCs (to be used as content for a research and knowledge facility) 	X	X	X	X	X	X	X	X												
	In response to ILC 2016 Conclusion 23 (a) The capacities of the tripartite constituents to promote relevant standards at the national, sectoral, regional and international levels are strengthened through innovative gender-sensitive training programmes on relevant Conventions (1.6)	<ol style="list-style-type: none"> 1. Promote relevant Conventions and Recommendations through targeted capacity building for ratification 2. Provide policy and/or legal advice to support implementation of ratified Conventions at national level as well as in GSCs 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	In response to ILC 2016 Conclusion 23 (f) The capacities of the tripartite constituents, public institutions (in particular, labour inspectorates) and relevant private actors strengthened through innovative gender-sensitive training (2.5)	<ol style="list-style-type: none"> 1. Develop toolkits and diagnostics to identify barriers to compliance in OSH, FPRW and social protection 2. Develop toolkits for strategic compliance plans for labour inspectorates in export- oriented sectors 3. Develop toolkits for national employers, MNEs and national enterprises 4. Provide technical support to constituents using the developed toolkits through existing and new development cooperation programmes 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Capacity building	In response to ILC 2016 Conclusion 23 (f) The capacities of enterprises to respect international fundamental labour standards improved by expansion of the e-campus on MNEs development and decent work, new training materials to improve social protection compliance, adding components on compliance to existing capacity- building programmes, and offering regular training courses for employers' and workers' organizations on decent work challenges and FPRW in GSCs (6.6)	<ol style="list-style-type: none"> 1. Develop operational tools (resource kits, promotional and training materials) for governments, workers' and employers' organizations and MNEs on how to respect the principles of the MNE Declaration 2. Develop training materials to enhance employers' and enterprises' engagement in social protection policy debates 3. Design and offer regular training courses for employers' and workers' organizations on decent work challenges and FPRW in GSCs 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	In response to ILC 2016 Conclusion 23 (h) Capacity building at the national level to generate data reflecting different constituents' concerns, disaggregated based on gender, ethnicity, indigenous identity and disability (8.2)	<ol style="list-style-type: none"> 1. Organize workshops at the national level to present national level assessments (see 8.1) to key stakeholders (with national statistical offices and constituents) 2. Provide training to national statistical officers to measure, compile and disseminate key data based on gender, ethnicity, indigenous identity and disability 									X	X	X	X	X	X	X	X	X	X	X	X
Effective advocacy for decent work in global supply chains	In response to ILC 2016 Conclusion 23 (a) A focused and integrated global effort to promote ratification and effective implementation of the core Conventions and respect for the fundamental principles and rights at work including the enabling rights (Conventions Nos 87 and 98), through existing and new programmes, alliances, campaigns and networks: the IPEC+ flagship programme, Alliance 8.7 (joint UN campaign), the 50 for Freedom	<ol style="list-style-type: none"> 1. Strengthen and highlight the GSC component of relevant programmes and alliances, campaigns and networks 2. Encourage governments, workers' and employers' organizations and enterprises to assess gaps regarding respect for FPRW in GSCs and identify priority actions towards ratification and implementation of core Conventions 3. Gather empirical evidence on the interrelated nature of all FPRW as the sustainable response to decent work 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Effective advocacy for decent work in global supply chains	campaign, and the Child Labour Platform (1.1)	of enterprises promoting fundamental principles and rights at work 4. Produce targeted advocacy materials and training programmes on GSCs for governments, particularly labour inspectorates, workers' and employers' organizations and enterprises, including MNEs																					
	In response to ILC 2016 Conclusion 23 (a) Promote ratification and effective implementation of the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) and Recommendations Nos 113 and 152 (1.2)	1. In line with The Hague Declaration on the Promotion of Workplace Compliance by Economic and Social Councils and Similar Institutions, support national tripartite social dialogue institutions to address the issue of decent work within GSCs, through data collection and national strategies, and involve the relevant private and public actors, notably in the framework of Convention No. 144	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	In response to ILC 2016 Conclusion 23 (a) Promote ratification and effective implementation of labour inspection Conventions Nos 81 and 129 and a package of key Conventions concerning wages, working time and collective bargaining (1.3)	1. Promote Convention No. 129 as a key component of new sectoral programmes, training programmes and policy guidance materials 2. Prepare a policy brief with a review of supervisory body comments on Conventions Nos 81 and 129 to serve as a basis for advocacy materials	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Effective advocacy for decent work in global supply chains		3. Support national tripartite social dialogue institutions to identify priority actions towards effective implementation by labour inspectorates, employers' and workers' organizations of Recommendation, 2015 No 204 on the transition from the informal to the formal economy																				
	In response to ILC 2016 Conclusion 23 (a) Promote the ratification and effective implementation of ILO OSH standards, notably Conventions Nos 155 and 187 and Convention No.121 on employment injury benefits (1.4)	1. Adapt promotional materials on ratification and implementation of Conventions Nos 155 and 187 to make them more relevant to GSCs 2. Follow-up to the 2017 General Survey concerning occupational safety and health instruments with capacity-building support to constituents 3. Develop promotional materials and advocacy initiatives on Convention No. 121			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	In response to ILC 2016 Conclusion 23 (a) Promote the ratification and effective implementation of ILO Conventions concerning migration, notably Conventions Nos 97 and 143 (1.5)	1. Include work on due diligence on the recruitment of migrant workers in the new MIGRANT recruitment project "Global Action to Improve the Recruitment Framework of Labour Migration" (related to Convention No. 181) and ensure coordination with the Fair Recruitment Initiative 2. Promote the ILO Operational Principles and Guidelines for Fair Recruitment, particularly in the context of the new MIGRANT project and the Fair Recruitment Initiative 3. Develop and promote tools relevant to specific situations of migrant workers in GSCs			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Effective advocacy for decent work in global supply chains	In response to ILC 2016 Conclusion 23 (c) An integrated gender-sensitive evidence-based research and data collection and dissemination on national and cross-border social dialogue institutions, processes, and mechanisms, and ways to increase their relevance and effectiveness in closing the governance gaps within GSCs (3.1)	<ol style="list-style-type: none"> Develop and roll out a research agenda for the Office to further its capacity on cross-border social dialogue Strengthen partnerships with Global Union Federations (GUFs) and employers' organizations to collaborate on data collection and knowledge generation efforts Organize a meeting on cross-border social dialogue in 2018 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Policy advice and technical assistance	In response to ILC 2016 Conclusion 23 (b) Technical memoranda on national law reform proposals, which are relevant to the issue of compliance and access to legal remedies in GSCs, including, advice on innovative practices, for instance, with regard to dealing with respective responsibilities down the chain (2.2)	<ol style="list-style-type: none"> Appoint a lead unit, under the direction of the DDG/P, to ensure inter-departmental coordination among relevant units dealing with this subject matter Use available technical memoranda on labour law reform and related research on respective responsibilities down the chain, compliance and remedy Identify gaps and develop new material following diagnosis reports and similar material Develop a technical handbook for compensation remedy actions in case of employment injury Identify relevant external partners with a view to ensuring policy coherence, notably with UN Guiding Principles on Business and Human Rights pillar 3 – Access to remedy 					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Policy advice and technical assistance	In response to ILC 2016 Conclusion 23 (b) Knowledge development, policy advice and technical assistance on transition from informal to the formal economy (self-employed operating in the informal economy and employees holding informal jobs in GSCs in or for formal enterprises, or in or for informal economy economic units) in line with Recommendation No. 204 (2.3)	1. Set up an inter-departmental team, under the direction of the DDG/P, conducting joint diagnosis reports on formalizing the informal economy, addressing compliance gaps, strengthening labour administration and inspection systems, and employment injury insurance compliance audit systems at both GSCs as well as national levels 2. Document, measure and build on sound national experiences where workers' and employers' organizations and public and private social protection schemes expand coverage towards unrepresented, vulnerable and informal workers and businesses																				
	In response to ILC 2016 Conclusion 23 (b) New compliance models and application of strategic tools to establish or strengthen labour administration and inspection institutions, and to promote compliance, in particular the eight core labour standards across sectors heavily involved in GSCs (2.4)	1. Provide policy advice and technical assistance for the development of new compliance strategies and programmes through labour inspection in exporting sectors using ILO tools and methodologies	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	In response to ILC 2016 Conclusion 23 (c) Practical intervention modules for policy advice and technical assistance to social partners, National Tripartite Social Dialogue institutions (NTSDI) and other key players such as MNEs, and GUFs engaged in national and cross-border social dialogue, will be integrated into the capacity component of the present programme of action (3.2)	1. Develop research and background report in view of convening a meeting on cross-border social dialogue in 2018 2. Organize the meeting and develop a plan of action and an implementation strategy 3. Following the meeting, establish a cross-office team to coordinate and develop activities 4. Provide technical assistance to NTSDI to build their capacity in cross-border social dialogue																				

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Policy advice and technical assistance		<p>5. Involve ACT/EMP and ACTRAV, to ensure informed policy and technical responses, and build linkages with MNEs, GUFs and other actors engaged in cross- border social dialogue and agreements</p> <p>6. In support of possible joint requests related to IFAs a dedicated cross-office team can be established in order to address such requests</p>																				
	<p>In response to ILC 2016 Conclusion 23 (c)</p> <p>Office support to home-host government dialogue as well as facilitation of company-union dialogue concerning the principles of the MNE Declaration (3.3)</p>	<p>1. Upon adoption of the revised MNE Declaration by the Governing Body in March 2017, develop specific guidance and facilitation tools for the company- union dialogue facilitation service</p> <p>2. Develop promotional material and launch the company-union dialogue facilitation service</p>			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	<p>In response to ILC 2016 Conclusion 23 (d)</p> <p>Explore adaptation and scaling up of the ILO's existing well-established development cooperation programmes active in GSCs (Better Work, SCORE and other relevant development programmes) with a view to developing integrated strategic frameworks for delivery of technical assistance to enterprises and workers at different levels across different sectors in the GSCs (4.2)</p>	<p>1. Combine ILO service offerings to participant enterprises in the selected sectors for increased impact and efficiency</p> <p>2. Based on an evidence-based understanding of the industries and their needs, develop comprehensive approaches to capacity building along supply chains and PPPs</p> <p>3. Build and disseminate evidence to inform policies and programmes that create enabling conditions for sustainable enterprises and responsible supply chains</p>			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Policy advice and technical assistance	In response to ILC 2016 Conclusion 23 (d) New programmes developed to address decent work challenges in selected economic sectors heavily involved in supply chains (4.3)	<ol style="list-style-type: none"> Under DDG/P direction, identify specific sectors to address decent work challenges through development cooperation Identify countries with significant decent work challenges in the selected sectors, in collaboration with the ROs 																				
	In response to ILC 2016 Conclusion 23 (d) Explore PPPs and how the ILO may engage with large corporates and MNEs to provide technical assistance and promote decent work to firms in their supply chains, in the broader framework of strengthening the capacity of all relevant stakeholders including national labour market institutions (4.4)	<ol style="list-style-type: none"> Develop practical guidance for projects and programmes on the resource costs and benefits of PPPs, models of engagement, risk management, efficient targeting and partner engagement Review ILO trustee and technical advisory experiences under the ad hoc compensation arrangements Pilot formal engagement initiatives with MNEs in selected countries 																				
	In response to ILC 2016 Conclusion 23 (e) Proposals presented to the Governing Body for a system and process with which the ILO can best provide expertise to the OECD National Contact Points upon request (5.3)	<ol style="list-style-type: none"> Assess advisory and capacity-building needs of OECD National Contact Points Based on expressed needs, design and offer advisory and capacity-building services, together with Turin Centre 																				

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Policy advice and technical assistance	In response to ILC 2016 Conclusion 23 (f) Assessment of how existing ILO information on specific country situations, laws and regulations is currently made available, how to improve its accessibility and visibility for a broader audience and the resources needed (6.1)	<ol style="list-style-type: none"> 1. Assess accessibility of ILO repositories (for example databases and knowledge-sharing platforms) and services on specific country situations, laws and regulations, and of resources needed for accessibility improvements 2. Use assessment findings to frame recommendations 3. Develop, upgrade and promote tools, including a "one-stop shop", to increase accessibility and visibility of ILO information for a broader audience, particularly, enterprises 																				
	In response to ILC 2016 Conclusion 23 (f) Enterprises supported in the development of social protection guarantees for their employees, implementation of national social protection schemes and, to foster enterprises' participation in the development and operations of national social protection systems, including floors and worker compensation programmes (6.4)	<ol style="list-style-type: none"> 1. Commission research to understand the relationship between social protection and GSCs 2. Support countries as part of the global flagship programme on social protection floors to adopt national social protection strategies, design and reform schemes and improve operations 3. Enhance employer and company engagement in social protection policy debates through capacity building and knowledge exchange 	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	In response to ILC 2016 Conclusion 23 (g) An action plan to promote decent work in export processing zones (EPZs) initiated and implemented. The plan will be informed by research on the promotion of decent work in EPZs and may include the development of key social and environmental performance data for investment promotion agencies, guidance	<ol style="list-style-type: none"> 1. Develop a background report for the Meeting of Experts on EPZs in 2017 2. Organize the Meeting of Experts 3. Design and implement the programme of action on EPZs guided by the outcomes of the meeting 		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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Policy advice and technical assistance	on how to address the problems of application of international labour standards in EPZs through tripartite dialogue and following the CEACR comments related to EPZs, workshops to promote decent work for manufacturing workers in EPZs and collaboration with international organizations to provide policy advice and technical assistance on applying sustainable development models for EPZs (7.1)																					
Partnerships and policy coherence	In response to ILC 2016 Conclusion 23 (e) Forum on decent work in GSCs convened by the ILO, with participation of constituents, including all relevant ministries, international organizations and other GSC actors (5.1)	1. Host inter-agency working-level meetings to brief on the ILC conclusions on decent work in GSCs 2. Prepare communications materials on decent work in GSCs (with annual updates) 3. Convene a forum (conference) on decent work in GSCs to promote policy coherence																				

