

**FOR INFORMATION**

SECOND ITEM ON THE AGENDA

**ILO programme implementation
2006–07***Contents*

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Abbreviations

ASEAN	Association of South-East Asian Nations
AU	African Union
CEACR	Committee on Experts on the Application of Conventions and Recommendations
CEB	Chief Executives Board
CIARIS	Learning and Resources Centre on Social Inclusion
CIS	Commonwealth of Independent States
CSR	corporate social responsibility
DWCP	Decent Work Country Programme
ECOSOC	United Nations Economic and Social Council
ECOWAS	Economic Community of West African States
EDMS	electronic document management system
EIIP	employment-intensive investment programme
EPZ	export processing zone
EU	European Union
FAO	Food and Agriculture Organization
GCC	Gulf Cooperation Council
GEA	Global Employment Agenda
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IILS	International Institute for Labour Studies
ILC	International Labour Conference
IMF	International Monetary Fund
IPEC	International Programme on the Elimination of Child Labour
IRIS	Integrated Resource Information System
IRIS/SMM	IRIS/Strategic Management Module
IT	information technology
JAAB	Joint Advisory Appeals Board
KAB	Know About Business
LED	local economic development
MDG	Millennium Development Goal
MOSS	minimum operating security standards
MOU	Memorandum of Understanding
NAP	national action plan

NEP	national employment policy
NPA	national plan of action
OECD	Organisation for Economic Co-operation and Development
OSH	occupational safety and health
PRS	poverty reduction strategy
PRSP	Poverty Reduction Strategy Paper
RAPS	Resource, Assignment and Placement System
REC	regional economic community
SADC	Southern African Development Community
SIYB	Start and Improve Your Business
SME	small and medium-sized enterprise
SPF	Strategic Policy Framework
TREE	Training for Rural Economic Empowerment
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
WAEMU	West African Economic and Monetary Union
WCMS	Web Content Management System
WEDGE	women's entrepreneurship development and gender equality
WIND	work improvement in neighbourhood development
WISCON	work improvement in small construction sites
WISE	work improvement in small enterprises
WISH	work improvement for safe home

Executive summary

Introduction

This report provides an overview of ILO performance and programme implementation for 2006–07. In response to guidance provided by the Governing Body, the report provides detailed reporting and analysis under each strategic objective, focused at the outcome level. This is part of an ongoing process to sharpen indicators for 2008–09 and completely revise indicators for the Strategic Policy Framework (SPF) for 2010–15.

For the first time, the ILO's Integrated Resource Information System (IRIS) was used to compile information for the report, using a newly developed implementation reporting module. Information was entered from each field office, using Decent Work Country Programme (DWCP) country outcomes as the reporting framework, and was then reviewed by coordinators assigned to report on each outcome.

While the report offers a better picture of ILO work, it is also much longer. The Governing Body may wish to comment on this approach for future reports.

International cooperation for decent work

Decent work was incorporated as a new target under the Millennium Development Goals (MDGs) and referred to in the Ministerial Declarations of the United Nations Economic and Social Council (ECOSOC) in 2006 and in 2007. A *Toolkit for mainstreaming employment and decent work* in the activities of all UN agencies, mandated by these Declarations, was developed within the UN system Chief Executives Board (CEB) for Coordination and approved as an instrument for policy coherence around decent work across the multilateral system. The ILO was fully involved in the UN reform process and participated actively in the CEB review and in global reform efforts as well as in country-based integrated UN programmes, notably in the eight “Delivering as One” pilot countries. Support for decent work was evident from the final declaration of the G8 Summit in June 2007, the conclusions adopted by the European Council of Ministers in December 2006, and a Communication of the European Commission highlighting decent work as a priority for development cooperation. The ILO strengthened its partnership and developed joint programmes of action with the United Nations Development Programme (UNDP) and specialized UN agencies, and signed a number of cooperation agreements with other organizations.

Regional developments

Africa

The ILO worked with member States and various organizations to achieve greater policy coherence and increase support for the Decent Work Agenda within continental, regional and national development strategies. The African Union Labour and Social Affairs Commission/ILO joint task force was established in 2006 to stimulate decent job creation. Technical support and ILO inputs resulted in the integration of decent work into regional agendas, the establishment of the Regional Employment Network and the integration of youth employment in the consensus statement adopted during the Fifth African Development Forum. Enhanced ILO cooperation with the regional economic

communities (RECs) contributed to the adoption of regional frameworks for integrated employment policies in five regions of Africa. A Decent Work Agenda for Africa 2007–15 was adopted by ILO constituents at the 11th ILO African Regional Meeting (April 2007).

The Americas

Work was influenced by the priorities of the Decent Work Hemispheric Agenda and the Decent Work Decade (2006–15). Particular attention was given to youth employment; 13 countries in the region are developing plans and initiatives in this area. Social programmes in the form of conditional cash transfer programmes in Mexico and Brazil addressed child labour. Social dialogue was consolidated in various councils, forums and other social dialogue mechanisms. The application of the Conventions on freedom of association and collective bargaining was a priority and provided concrete tools for regional integration processes.

Arab States

The ILO signed a new Memorandum of Understanding (MOU) with the Arab Labour Organization, leading to a Tripartite Regional Workshop on Occupational Safety and Health that resulted in the establishment of a strategic action plan on occupational safety and health (OSH) for the region. Technical assistance provided to the Gulf Cooperation Council (GCC) resulted in several States strengthening their labour inspection units, while work on employment promotion supported the development of national strategies and action plans. New employment initiatives were launched in Lebanon and Iraq. The region witnessed improvements in workers' representation, and mechanisms were established to involve employers' and workers' organizations in DWCP monitoring.

Asia and the Pacific

The 14th Asian Regional Meeting (Republic of Korea, 2006) was a significant milestone in reaffirming the commitment of constituents to decent work through the Asian Decent Work Decade (2006–15) and DWCPs. Five common priorities, reflected in the Programme and Budget for 2008–09 and embedded in the Asian Decent Work Decade, were endorsed. Issues related to the implementation of the Asian Decent Work Decade were also discussed at the Asian Employment Forum on Growth, Employment and Decent Work (Beijing, 2007) and the ILO Tripartite Technical Meeting on Decent Work in the Pacific Island Countries (Fiji, 2007). The ILO signed a cooperation agreement with the Association of South-East Asian Nations (ASEAN) secretariat and began initiatives with the South Asian Association for Regional Cooperation and the Pacific Islands Forum.

Europe and Central Asia

The two expansions of the European Union (EU) led to a redirection of ILO policy advice and technical assistance to South-Eastern Europe, Eastern Europe, the Caucasus and Central Asia. Decent work objectives were promoted through the formulation and implementation of 11 DWCPs, strengthened regional cooperation on employment policy in South-Eastern Europe ("the Bucharest Process") and the adoption of regional objectives on youth employment in South-Eastern Europe and the countries of the Commonwealth of Independent States (CIS). The ILO's approach to OSH contributed to agreement on a regional road map and the restructuring of benefits systems in several countries. Migration received increasing attention through anti-trafficking campaigns and capacity building. Social dialogue, though still fragile, was strengthened through support provided to employers' and workers' organizations.

Decent Work Country Programmes

The IRIS Strategic Management Module (IRIS/SMM) facilitated a more transparent programming process, while the Office-wide linking of resources to country programme outcomes improved collaboration and allowed for more accurate tracking of resource use. DWCP documents were finalized in 31 member States and are under preparation in 53 others. The implementation of DWCPs showed that they help to define more realistic and focused outcomes and are rapidly becoming the main way of allocating resources. Support to UN Country Programmes and United Nations Development Assistance Frameworks (UNDAFs) increased in all regions.

Continuing to improve policy coherence, DWCPs, indicators and reporting

The process of reporting on the results achieved for this biennium generated useful insights and lessons for the future.

Policy coherence and focus will continue to be major themes for improving the effectiveness of the ILO's work. Important measures to improve policy coherence and focus are in place or have been introduced in the Programme and Budget for 2008–09, including DWCPs, joint outcomes, global products, opportunities within UN reform, and a knowledge strategy. It will be important to ensure that these measures are continually improved and effectively applied.

Considerable progress has been made in the development and implementation of DWCPs, but more should be done, in particular in terms of quality assurance, the involvement of constituents, and priority-setting and focus.

Improvements have been made in the area of indicators and reporting mechanisms, but strengthening of the outcome coordinator function, improvements in IRIS, more measurable indicators, and better use of evaluation still need to be pursued.

Other biennium developments

New instruments adopted

Following an intensive tripartite consultation process, the new Maritime Labour Convention, 2006, and the Work in Fishing Convention, 2007 (No. 188) and accompanying Recommendation (No. 199) were adopted with strong support. Both Conventions consolidate and update existing ILO Conventions, in addition to containing new provisions.

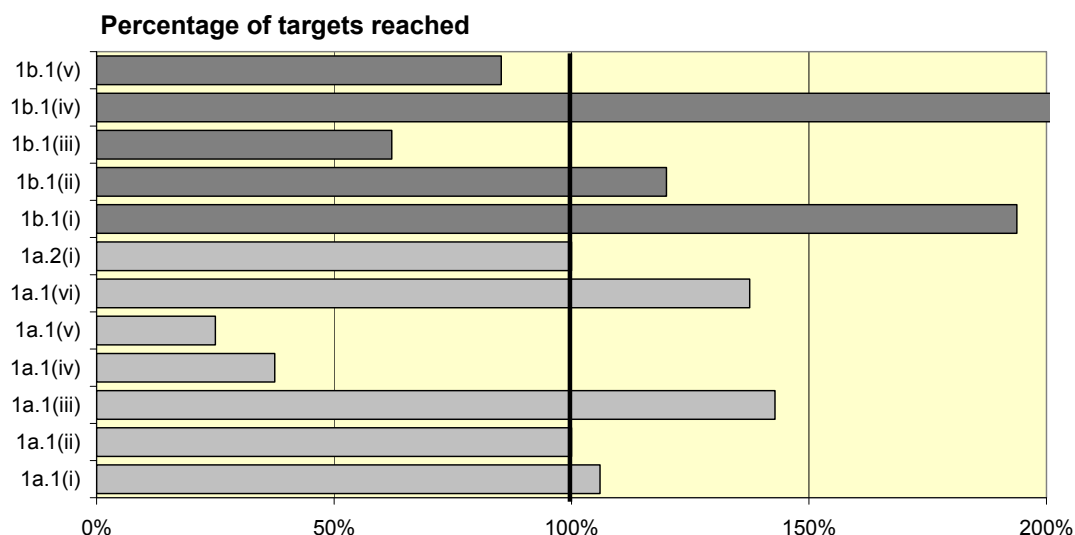
The ILO also adopted the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and Recommendation, 2006 (No. 197), a new Employment Relationship Recommendation, and a resolution concerning exposure to asbestos.

Use of 2000–01 surplus fund ends

By the end of 2007, 97.36 per cent of resources from the 2000–01 surplus fund had been used. Some unspent allocations remained in countries where surplus-funded projects were difficult to implement owing to geopolitical constraints. Over a period of five years, funds from the surplus were used to fund 155 projects across all the strategic objectives.

These included projects for the promotion of social dialogue, support to people affected by crisis, work related to the social dimension of globalization, and institutional capacity building, such as the introduction of IRIS.

Strategic Objective No. 1: Promote and realize standards and fundamental principles and rights at work

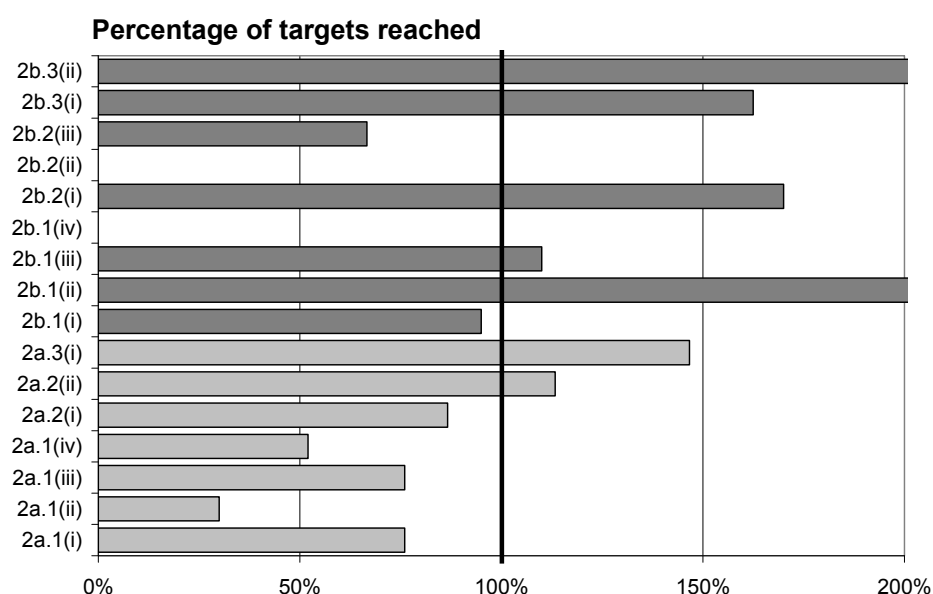


International recognition of fundamental principles and rights at work was evident from the international interest in incorporating them into guidelines, agreements and corporate codes of conduct. At the national level, many countries included fundamental principles and rights at work in revised or adopted labour laws and 19 countries ratified core Conventions. Results for the principle of anti-discrimination were lower than targeted. Additional tools to promote these principles were developed.

A total of 65 member States reported progress with regard to action on child labour, with interventions mainly in data collection and mainstreaming. An estimated 415,000 children and their families benefited directly from ILO support and ILO-supported interventions, while an estimated 1 million benefited indirectly. Wider application of ILO principles will require enhancing policy work in countries and efforts to ensure that child labour is incorporated into national, regional and international programmes and priorities. The ILO produced the Global Report 2006 and the Global Action Plan with targets for the establishment of national plans of action, and supported the establishment of global standards for child labour statistics.

The improved application of ratified Conventions and tripartite participation in the supervisory process, as noted by the Committee of Experts on the Application of Conventions and Recommendations (CEACR), surpassed expectations. A broad consensus was reached on a strategy to enhance the impact of the standards system; maintaining the quality of the supervisory system in the face of increasing workloads remains an ongoing challenge. The four standards databases continued to be extensively used. The ILO established the NATLEX country profile portal, with online access to all standards-related information regarding individual member States, including links to DWCPs.

Strategic Objective No. 2: Create greater opportunities for women and men to secure decent employment and income



The operational implementation of the Global Employment Agenda (GEA) in DWCPs led to increased demand for ILO assistance and products. Through tripartite consultation and social dialogue, national employment policies and strategies were formulated in 17 countries and international initiatives are being advanced in at least ten countries. Changes in the aid architecture, the new “One UN Strategy”, the ILO/UNDP partnership, and the MDG Fund opened up opportunities but required continuous adjustment. The biennium saw significant increases in assistance related to labour market information systems and labour market data and analysis.

Overall targets were met with regard to changes in skills development legislation, policy, and programme implementation. The commitment to meeting the MDGs and recognition of the role of decent work in poverty reduction led to an increase in resources for education and literacy training, and highlighted the link between education, vocational training and employability as a means of ensuring entrance into the world of work. The ILO needs to develop new tools to boost skills development in the rural and informal economy, incorporate core skills within technical training and integrate skills development in LED policies and national employment strategies.

Some 21 countries developed national action plans (NAPs) or implemented operational programmes promoting youth employment that reflected the GEA and the Employment Policy Convention, 1964 (No. 122). The ILO also developed new tools for constituents and contributed to the inclusion of decent work for young people in employment policies, as well as global and regional programmes. With member States focusing increasingly on developing youth employment policies, the ILO needs to enhance its capacity to respond to requests from countries under pressure to find immediate “quick-fix” solutions, in addition to providing longer-term approaches.

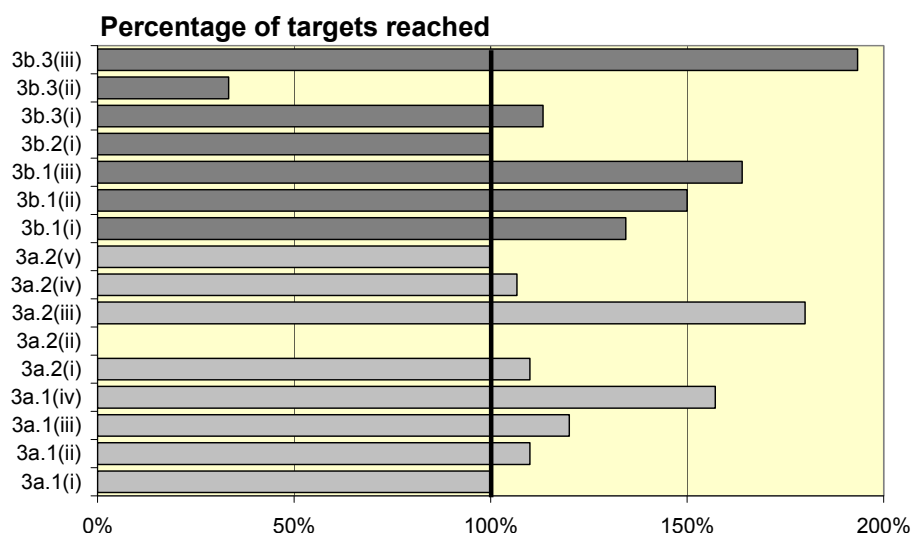
Work on the creation of employment through enterprise development made important progress in the development and application of more integrated methodologies to combine policy-level interventions with business upgrading tools. These were used through the

Women's Entrepreneurship Development and Gender Equality (WEDGE) programme, crisis response interventions and value chain upgrading programmes. While significant impacts were achieved at the country level, the scaling up of successful pilot projects remained difficult. The creation of business-enabling environments needs to be a more important component in programme design and implementation. Programme design also remains relatively weak in terms of quantitative impact measurement and analysis.

Nine countries in crisis situations used employment-intensive approaches and 20 countries adopted programmes demonstrating their feasibility. An independent evaluation of global strategies confirmed international recognition of the high quality of ILO strategies, methodologies and tools. Despite this recognition, there is an ongoing need to demonstrate the effectiveness of these approaches to new actors and decision-makers; governance issues remain an obstacle to the implementation of long-term strategies. The ILO will therefore increase its efforts to institutionalize methodologies and tools through capacity building. Better integration of government agencies, social partners and communities is required, and partnerships with international financing and development agencies will also need to be fostered.

A number of countries included LED in their DWCPs. This led to better-integrated approaches to employment promotion, enterprise development, employment-intensive approaches and skills development. The development of a global resource platform and production of toolkits were important achievements, and helped to raise constituent awareness and provide access to important resources. Improved integration within the ILO is leading to a comprehensive programme on LED.

Strategic Objective No. 3: Enhance the coverage and effectiveness of social protection for all



Social security priorities were included in DWCPs, Poverty Reduction Strategy Paper (PRSP) processes and NAPs; social partners in many cases played a key role in bringing these priorities to bear on national agendas. While the importance of social security was recognized in policy statements of international meetings and at the national level, there was a strong need to advocate for the inclusion of social security in national plans and

international frameworks. The ILO developed two policy papers for use as advocacy tools and two new Internet-based platforms.

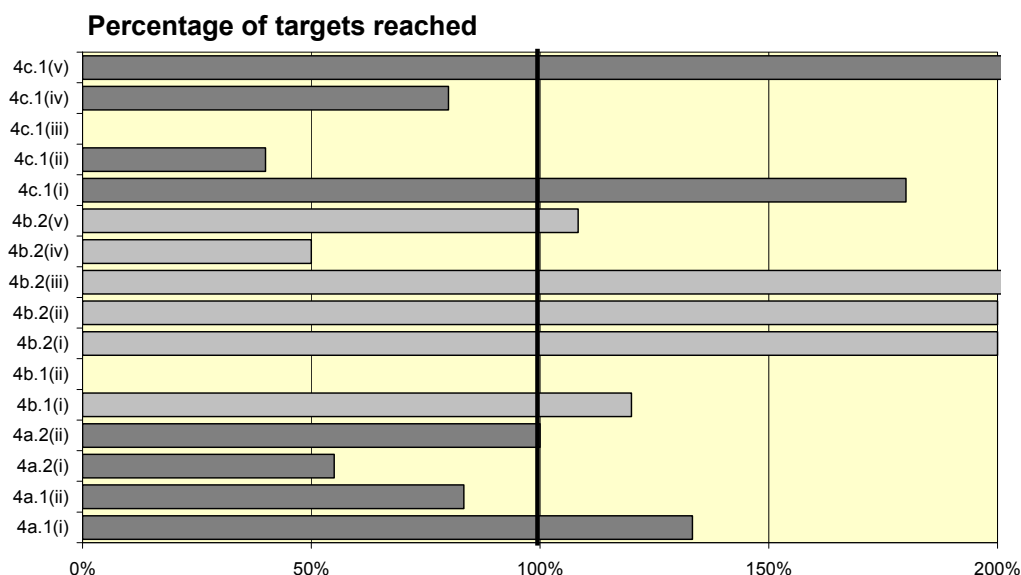
The ILO supported member States in the formulation and implementation of social protection policies and the governance of social protection schemes. With ILO assistance, 27 countries enhanced national capacity in this area and 14 took action to improve the governance of social protection schemes. The ILO concentrated support on national reform processes in a limited number of countries, through programmes that could become components of DWCPs, PRSPs or social protection programmes. This required a significant amount of assistance and sometimes strained resources and ILO capacities.

The adoption of the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), was a key development and formed the basis of ILO work in this area. More national OSH profiles were developed, and 16 countries ratified OSH Conventions. Extensive technical support was devoted to reinforcing the capacity of labour inspectorates. Obtaining the commitment of government authorities to progressively achieve safe and healthy working environments remains a challenge. Strong mobilization of constituents is required to support ILO efforts and facilitate resource mobilization.

Labour migration calls for increasing attention in a globalizing world. ILO assistance contributed to action in 20 countries to protect migrant workers, commitments to tackle discrimination against migrants and ratifications of ILO and UN Conventions on migration. The adoption of the Multilateral Framework on Labour Migration will support the formulation of effective labour migration policies. Research is in progress to allow the ILO to respond more effectively to the emerging issues of migrant workers in the informal economy and temporary migration. A supplement to the Labour Force Survey has been developed to collect more comprehensive data on migration and was implemented in three member States.

Technical cooperation activities and projects related to HIV/AIDS were implemented in over 70 countries. Strategies have focused on specific work areas and on the hardest hit regions, supporting tripartite constituents in developing and implementing programmes. Targets were generally exceeded, particularly with respect to the implementation of workplace policies and programmes. Ensuring that workplaces contribute to universal access to prevention and treatment, and establishing measures to prevent new infections, remain the ILO's greatest challenges. In low-prevalence countries, there is sometimes a reluctance to address the problem of HIV/AIDS in the face of other pressing priorities.

Strategic Objective No. 4: Strengthen tripartism and social dialogue



There was an increasing demand for assistance in direct services for employers' organizations, and the ILO was highly effective in developing tools and training materials to make organizations more valuable to their members. Targets were exceeded with regard to the provision of services by employers' organizations, but were not met with respect to influencing policies to improve enterprise performance and competitiveness. The latter was a very challenging objective, since it involved helping organizations to influence third parties. Other challenges included filling employer specialist vacancies and a lack of a strong tradition of association in some countries. The ILO developed *Reaching out to small and medium-sized enterprises*, a new electronic tool kit intended to address the problem of inadequate representation of the small business sector.

There were positive developments related to workers' organizations, including their involvement in PRSP processes, increased capacity to influence policy and development agendas, and greater cooperation through mergers of national, regional and international workers' organizations. Special attention was paid to the issues of gender equality, promotion of decent work for all, including in export processing zones (EPZs), and rights-based employment of young people. In some countries, the political climate made cooperation activities difficult. This highlights the need to strengthen ILO assistance and to establish clearer priorities for capacity building. The conclusions of the International Workers' Symposium on the Role of Trade Unions in Workers' Education (October 2007) should be used to address these issues.

With regard to strengthening the social dimension of regional integration, the results were mixed. There were a number of positive developments with regard to the participation of ILO constituents in regional social dialogue as a result of ILO assistance, but the overall influence of the ILO and the social partners in developing regional labour and employment policies was not easy to gauge. An Office-wide survey and analysis were completed to improve coordination and knowledge sharing. Although not included as results, a number of MOUs concluded between the ILO and various regional economic communities represent an important step forward in institutional collaboration.

Good results were achieved with respect to improving labour market and national and social governance through social dialogue, although reporting did not adequately capture the gender element. A number of labour ministries sought ILO assistance to improve the effectiveness of their services. The ILO–International Finance Corporation (IFC) Better Work programme received considerable attention because of its focus on improving social dialogue, working conditions and competitiveness in global supply chains, in line with national legislation and core labour standards. The tendency of member States to adopt a piecemeal or immediate approach to improving governance makes promotion of the ILO’s more coherent and comprehensive strategy an ongoing challenge.

A new approach to sectoral activities was approved with the aim of strengthening core areas of sectoral work and research, and improving priority setting. To maximize impact, greater emphasis will be placed on the development of tools, including training materials.

Overall strategies for work related to particular sectors worked well, but had to adapt to the later than planned adoption of the Maritime Labour Convention, 2006, and the need for a third discussion on the Work in Fishing Convention, 2007 (No. 188). A strong emphasis on consultation allowed for unprecedented levels of acceptance of both instruments. In addition to two ratifications of the Maritime Labour Convention, 2006, and eight ratifications of the Seafarers’ Identity Documents Convention (Revised), 2003, (No. 185), some 33 member States took action to implement sectoral codes of practice and guidelines during the biennium.

Mainstreamed strategies

A fair globalization

A major challenge was and continues to be the integration of the range of policies for the creation of decent work opportunities. The Governing Body’s Working Party on the Social Dimension of Globalization played a central role in this, discussing a series of Office reports and background papers on policy coherence. The ILO initiated a series of meetings with senior staff of various international organizations focusing on improving policy analysis, and further developing the policy coherence initiative. Work is also under way in several countries to assess the impact of international economic and financial policies on decent work and to build integrated national responses to support DWCPs.

Working out of poverty

Activities focused on the development of tools, influencing national policy, and capacity building. Results included the mainstreaming of employment in national policy frameworks and the focus given to employment at international meetings. More effectively influencing national policies to produce better, observable outcomes for employment and poverty remains an ongoing challenge. The ILO, in order to have greater influence over national ministries, needs to further strengthen its analytical and policy knowledge base, and its level of engagement with the international financial institutions at the global, regional, and country levels.

Advancing gender equality

Good results were achieved with regard to mainstreaming gender concerns in national activities through collaboration with UN and other international development agencies. Gender equality was included in national employment plans and reflected in labour

legislation. The ILO's participatory gender audit methodology was used by constituents and several UN country teams. Better enforcement of legislation on discrimination remains a major challenge; the ILO must continue to promote a gender-sensitive package of policies and engage with the constituents to offer a coherent approach. Further staff training is required on gender equality concepts, mainstreaming techniques and more effective promotion of the four key gender equality Conventions.

Greater influence of international labour standards in development

Action to enhance the influence of international labour standards in development involved efforts to promote the ratification and implementation of up to date Conventions, and the provision of assistance to member States to help them comply with ratified Conventions. Areas of progress included the harmonization of national labour laws with international labour standards, the establishment of committees on forced labour, and the adoption of measures against child labour in 65 countries. A more systematic approach and methodology for identifying national priorities and the mainstreaming of standards-related priorities in ILO and UN technical cooperation activities is required to enhance the influence of standards in development.

Expanding the influence of social partners, social dialogue and tripartism

In many countries, social dialogue and tripartism provided the basis for building consensus on a variety of social and economic policies. Tripartism and the full involvement of social partners was an essential component in a number of processes, including knowledge sharing and the planning and implementation of DWCPs. The *Toolkit for mainstreaming employment and decent work* supported the promotion of tripartism. Ensuring the influence of social partners in economic and social policy-making is an ongoing challenge. Training materials were developed for staff in tripartism and social dialogue.

InFocus Initiatives

InFocus Initiative on the informal economy (IFI-IE)

ILO action focused on knowledge development and knowledge sharing; assessment and integration of ILO tools; support to DWCPs; policy dialogue; organization and tripartism; and measurement and data collection. A number of countries made significant efforts to address governance issues, develop national policies, extend social protection, facilitate organization and dialogue, and increase productivity in the informal economy. To address the continuing issue of identification and effective dissemination of good practices, the ILO needs to integrate its tools on the informal economy into a user-friendly and accessible format.

InFocus Initiative on corporate social responsibility (IFI-CSR)

The organization of two forums and the establishment of a coordination group within the ILO contributed to the development of in-house knowledge. Training materials on the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) were used as key inputs into tripartite and expert meetings. Capacity

building strengthened constituents' participation in the implementation of corporate social responsibility (CSR) initiatives. Future work will focus on improving the ILO's strategy and capacity, and maximizing coordination within the ILO.

InFocus Initiative on export processing zones (EPZs)

Knowledge and understanding of EPZs were developed through studies, tripartite round tables, the development of web sites and a database, and the establishment of an internal task force to coordinate EPZ-related work. Training was provided to social partners and, in some countries, ILO activities contributed to improvements in the areas of freedom of association, child labour and the application of labour laws and working conditions. The rapid changes associated with EPZs require continuing research and updating of information. Initial work on a "best policy package" was developed as part of ILO advisory services for governments and partners.

Institutional capabilities

Extending partnerships

The strong support for decent work as an essential practical agenda for development was reflected in the increasing mobilization of the UN system and the adoption by numerous international meetings of policy texts expressing support for decent work. Decent work was incorporated into four international initiatives and the MDGs. The development of the *Toolkit for mainstreaming employment and decent work*, which is aimed at the UN system and international agencies, was an important step and will help to further promote and support the objective of decent work in the policies and programmes of these organizations in their work to support country strategies.

Strengthening statistical capacity

The number of available ILO statistical series increased during the biennium, while the production of world and regional estimates of MDG indicator 11 promoted the measurement of sex-disaggregated labour statistics at the national level. The ILO provided assistance in improving statistical capacity in some 20 member States. The ILO stopped working in two areas related to occupational health and social dialogue statistics.

Strengthened knowledge and information development

The ILO established a global information network to improve the transfer of knowledge in the regions, produced several web-based resource guides, and launched a project to digitize ILO publications. Progress was made in the integration of local databases into Labordoc; four information centres currently use Labordoc as their database and 14 contribute their records. A research and publications strategy was adopted and a major effort was made to enhance the quality of ILO publications by publishing more peer-reviewed titles. The number of ILO publications available for free download on the ILO web site more than doubled during the biennium.

Strengthening communications strategies for promoting decent work

Improvements in ILO communications increased visibility and accessibility of ILO information. The production of video features and the provision of footage to broadcasters

helped to increase the use of ILO-focused reports, which rose by 22 per cent. While changes in broadcasters' formats and scheduling reduced ILO airtime, the ILO shifted towards the production of shorter news features and co-production in order to increase exposure. The number of ILO references in the printed media rose significantly, particularly in Asia and Europe. Use of the ILO web site increased and a new public web site was launched in April 2007, using the new Web Content Management System (WCMS).

International Institute for Labour Studies

The International Institute for Labour Studies (IILS) delivered a series of research products on decent work and development and on the social governance of the global economy. These products included: a high-profile study of trade and employment; the first IILS Research Conference; the awarding of the first ILO Decent Work Research Prize; and books, discussion papers and other publications. Links with external research networks and institutions were reinforced at the national and regional levels, while research conferences in China and India helped to establish research collaboration in those countries.

International Training Centre of the ILO, Turin

The International Training Centre of the ILO in Turin (Turin Centre) continued to enhance its collaboration with ILO technical programmes and field offices. This included work on LED, training for constituents on youth employment, a new EU-sponsored project on African migration, and expanded work on labour administration.

The unpredictability of funding for joint initiatives and the need to upgrade training methods were important challenges. A training programme for Turin Centre and ILO staff began in 2007 and efforts to strengthen resource mobilization are under way. The Centre began introducing results-based management and will further develop this in 2008–09.

Governance, support and management

Governance, support and management functions encompass a range of departments that provide internal services to support the International Labour Organization and Office in delivering decent work. Across the various units, improved accountability and transparency, user satisfaction and measurement of service quality continued to be important areas of work during the biennium. In particular, numerous measures were adopted to address issues of ethics and transparency.

Results-based management

Programming

The road map for results-based management (RBM) provided an agreed framework and schedule for work on RBM and is encouraging a more structured and transparent approach (see Governing Body document GB.297/PFA/1/1). IRIS was increasingly used as a management tool, creating greater transparency and playing a key role in programme and budget formulation, reporting on results and defining commitments of staff time and funds for DWCPs. The process of strengthening RBM imposed considerable demands on the Office; greater emphasis is being placed on change management, training and tools in response to this.

Technical cooperation management

The ILO focused on improving the quality of technical cooperation proposals and donor agreements through staff training and a new technical cooperation manual. Some 98 per cent of proposals were explicitly linked to programme and budget objectives. The volume of proposals, tight donor deadlines and challenges in providing adequate field support, did not allow for full screening of all proposals, and quality varied. Approximately 75 per cent of project proposals met minimum established standards.

Extra-budgetary expenditure increased by over 15 per cent with respect to 2004–05. In spite of this substantial increase, the delivery rate (calculated as expenditure over allocations) decreased to 63 per cent from 67.7 per cent the previous biennium.

Financial management

The Office has continued its development of policies and procedures that comply with international public sector accounting standards by holding extensive consultations, establishing an internal task force, and drafting policies and procedural guidance. In procurement procedures, the ILO introduced a pre-bidding assessment process and the use of long-term agreements. The biennial financial statements were prepared using IRIS for the first time, and were delivered within the established deadline.

Human resources management

Progress was made in improving the gender balance in the senior grades, regrading positions downwards and reducing the number of grievances submitted to the Joint Advisory Appeals Board (JAAB). Filling positions quickly remained a challenge, partly as a result of the increasing number of internal and external competitions. A new Resourcing, Assignment and Placement System (RAPS) and greater emphasis on staff planning will allow for a longer lead time in identifying and filling anticipated vacancies. The ILO also adopted several measures to attract candidates from non- or under-represented member States.

Services related to governance

Relations, meetings and documentation

The ILO introduced new technologies which resulted in cost savings. The ability to deliver documents on time was uneven due to the variable extent to which author units complied with agreed timetables and document lengths. While most official documents were still produced on time, the proportion of ILC and meeting reports produced on time fell. Targets for reducing the length of documents were met with regard to ILC documents but not for Governing Body documents. A new official documents policy attempts to address this issue.

Legal services

Demand for advice from the Office of the Legal Adviser remained high and was provided in a variety of areas, including International Labour Conference (ILC) sessions, the Governing Body, three Regional Meetings and technical cooperation agreements. The volume of requests for assistance stretched the Office's ability to respond promptly. More "upstream" tools to enhance longer-term efficiency are being developed. A *Manual for drafting ILO instruments, 2006* and a *Manual for drafting ILO instruments: The quick guide*, were produced.

Ethics Officer

In April 2006, the ILO established the new function of Ethics Officer. The independent position reports directly to the Director-General and was created to ensure support and compliance with ethical standards. The Ethics Officer developed guidelines related to the disclosure of interests, established a web site, provided advice and facilitated the training of volunteer trainers in ethics issues.

Evaluation, oversight and accountability

Evaluation

New procedures were put in place for managing independent project evaluations and for conducting strategy and country programme evaluations. The Office conducted five evaluations (two strategy and three country programme evaluations) as well as 110 independent project-level evaluations. Training was given on ILO policy and international good practice for evaluation to approximately 60 headquarters staff and 160 programme officers, technical specialists and line managers in ILO offices in Asia, Africa and the Americas. A global web-accessible knowledge database was developed and will facilitate the use of evaluation information.

Internal audit

The Office introduced a risk-based internal audit approach to plan priority areas of work, and carried out the external quality review of the services provided by the Office of Internal Audit and Oversight. Nine audits and four investigation reports were issued.

Infrastructure

Information technology

The continued roll-out of IRIS and the electronic document management system (EDMS) were the main priority areas of work. Centrally provided services at headquarters were operational and available for on average 99.90 per cent of the time, while the availability of IRIS averaged 98.89 per cent in applicable offices. Implementation of the IT Strategy for 2007–09 is in progress, with the start of IRIS roll-out to external offices, the deployment of two EDMS applications and implementation of mobile access to email.

Internal administration and security

Matters related to internal administration progressed according to acceptable levels. Progress was made with regard to the Office's long-term strategy for renovations and maintenance of the headquarters building and external offices. The development of a long-term accommodation strategy will take into account the outcome of the field structure review, as well as any decisions concerning the renovation of the headquarters building. Compliance with minimum operating security standards (MOSS) was assessed in ILO offices in nine countries, and there was generally a high level of compliance with security standards. Training on security was continued.

Introduction

1. This report provides an overview of ILO programme implementation in 2006–07, in accordance with the commitment to report periodically to the Governing Body on ILO performance.
2. This report introduces improvements in results-based reporting, based on guidance from the Governing Body. It provides more detailed information on each result achieved and describes the specific ILO contribution in each case. There is also more analysis under each outcome that addresses qualitative aspects, difficulties and lessons learned. Measurement is improved in several ways, and there is a specific discussion of measurement issues later in this report. These improvements are part of an ongoing process that is resulting in sharper indicators for 2008–09 and a complete revision of indicators to be developed for the SPF for 2010–15.
3. The ILO contribution listed for each result achieved is not intended to represent all ILO activities and outputs related to the result, but only the main elements. In the case of indicators with large targets, results are not listed separately, in order to keep the report to within a reasonable length. Instead, results have been grouped, and specific examples were selected to be listed with fuller detail.
4. The addition of greater detail has resulted in a better picture of ILO work, but has also resulted in a document that is twice as long as the previous biennial report. The Governing Body may wish to comment on the desirability of this approach for future reports.
5. For the first time, IRIS was used to gather data for the report. Through the newly developed implementation report module, information was entered from each office through country outcomes established for the DWCPs. It was then reviewed and compiled by coordinators assigned to report on each outcome, and finalized through an iterative consultation process.
6. While the report was improved in certain respects, further progress is still required in some areas. The results are largely based on self-reporting and review by outcome coordinators. More measurable indicators, the use of benchmarks and the inclusion of material from evaluations will lead to more robust reporting.

International cooperation for decent work

7. The concept of decent work received strong global support, a fact reflected by its recognition in international forums and ILO collaboration with other international organizations. The concept of decent work was incorporated into the MDGs and included in the 2006 and 2007 Ministerial Declarations of ECOSOC. These Declarations encouraged the creation of a *Toolkit for mainstreaming employment and decent work*, which was adopted by the United Nations CEB in April 2007. The *Toolkit* is designed to help organizations throughout the multilateral system to assess and improve employment and decent work outcomes in their policies, programmes and activities.
8. Further support was demonstrated in the final declaration of the G8 Summit in Heiligendamm (Germany) in June 2007. This expressed support for the ILO Decent Work Agenda and its four pillars, and called on countries to promote the implementation of internationally recognized core labour standards. The promotion of decent work was also addressed through a set of conclusions adopted by the European Council of Ministers in December 2006 and in a Communication of the European Commission. At the 15th Inter-American Conference of Ministers of Labour of the Organization of American States,

ministers of labour adopted the Declaration of Port-of-Spain 2007, *Making decent work central to social and economic development*, and an accompanying plan of action (2007).

9. Specific country-level work, such as Ghana's successful DWCP, was acknowledged in the opening remarks at the meeting on Realizing rights – The ethical globalization initiative. In Cambodia, where the ILO has been active through the Better Factories Cambodia programme, the President of the World Bank observed that the strength and success of the sector highlighted the importance of adhering to internationally acceptable standards in order to build confidence with foreign buyers and investors, and that this also applied to other sectors.
10. Cooperation with various international organizations continued during the biennium. The ILO signed agreements to strengthen collaboration with ASEAN and to collaborate with the IFC in developing a global programme for better labour standards in global supply chains.

Regional developments

Africa

11. As planned in the Programme and Budget for 2006–07, the ILO worked with member States, the African Union (AU), RECs, United Nations specialized agencies, the United Nations Economic Commission for Africa (ECA) and the African Development Bank to achieve greater policy coherence and increase support for the Decent Work Agenda within the context of continental, regional and national development strategies. Concrete results achieved at the regional level are indicated below.
12. The capacity of the AU's Labour and Social Affairs Commission to address employment and decent work issues was strengthened. The AU Commission (AUC)/ILO joint task force, established in 2006, provided a forum for strategic thinking, analysis and the formulation of proposals to stimulate decent job creation in Africa. The resulting communication strategy has increased the awareness of the Ouagadougou Summit's key outcomes.
13. ILO technical support to the AUC resulted in regular reporting on the promotion of employment and decent work in Africa through the biennial report of the Chairperson of the AU on the implementation of the outcome of the Extraordinary Summit on Employment and Poverty Alleviation in Africa. The first report was presented at the Fourth Ordinary Session of the AU Labour and Social Affairs Commission (Cairo, 2006), while the first *African employment trends* report was published in 2007.
14. Technical support also resulted in the integration of decent work issues into the agenda of the African Ministers of Finance, Planning and Economic Development and the subsequent establishment of the regional employment network to develop and share country experiences. ILO inputs also led to the integration of youth employment, specifically referring to the role of the ILO, in the Consensus statement adopted during the Fifth African Development Forum on Youth and Leadership in the 21st Century (Addis Ababa, 2006).
15. The cooperation between the ILO and the RECs was enhanced as a follow-up to the Ouagadougou Summit. In 2006, the AUC, with ILO support, disseminated information on the Summit's outcomes and helped to build the capacity of the RECs to fulfil the mandate given to them by the Summit. This led to the adoption of regional frameworks for integrated employment policies in the five regions of Africa. The regional frameworks aim to achieve development and economic growth, alleviate poverty, improve standards of living and quality of life in the region, and support the socially disadvantaged by promoting more and better employment.

16. Recognizing the need to integrate decent work within its development agenda, the Economic Community of West African States (ECOWAS) initiated the establishment of a tripartite social dialogue forum. The lessons learned and capacities built by the ILO in the SADC will support effective inputs to ECOWAS.
17. A Decent Work Agenda for Africa 2007–15 was adopted by the ILO constituents at the 11th ILO African Regional Meeting (in April 2007). This Agenda constitutes the ILO's medium-term policy support for the Ouagadougou Plan of Action and is accompanied by 17 time-bound targets that are being taken into consideration in DWCPs.

The Americas

18. The 2006–07 biennium in Latin America and the Caribbean was characterized by sustained economic growth and by election processes that confirmed the region's democratic orientation. Within this context, the Decent Work Hemispheric Agenda presented by the Director-General during the 16th American Regional Meeting (Brasilia, 2006) addressed the region's major priorities. The Agenda contributes to two objectives that were recognized by Heads of State and Government at the Fourth Summit of the Americas in 2005: the fight against poverty and the strengthening of democratic governance.
19. The Agenda offers a framework of 11 specific policies, strategies, objectives and targets to be reached in response to the most important challenges in the region, and places the issue of decent work at the core of development policies. Launched at the request of the tripartite constituents, the Decent Work Decade (2006–15) defines the framework of ILO assistance in the hemisphere and allows all DWCP priorities to be linked to it.
20. Youth employment is an issue from the Hemispheric Agenda to which the ILO has given great attention. Thirteen countries in the region are developing initiatives and plans oriented towards promoting the better integration of young people in the labour market. The regional report, *Youth employment and decent work*, provides examples of successful policies in the Americas that integrate more efficient solutions to the problems of unemployment and precarious employment among young people.
21. The region continued to work towards the elimination of child labour by incorporating and addressing new aspects of this issue, particularly in work related to migration and indigenous populations. Child labour is also being addressed through social programmes, particularly conditional cash transfer programmes. Programmes in Mexico and Brazil, for instance, offered financial support to families, conditional on school attendance, the use of preventive health services and nutrition.
22. The use of social dialogue as a necessary tool for the strengthening of democracy and social cohesion is becoming consolidated in the region, as shown by the representation of social partners in various councils, forums and other social dialogue mechanisms.
23. The application of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), was a priority and provided concrete tools for regional integration processes. They were included in all ILO projects and activities on social dialogue and in awareness-raising campaigns conducted by the ILO. The ILO's supervisory mechanism processed numerous complaints related to the application of these Conventions. It was also noted that international labour standards were increasingly taken into account in national legislation.

Arab States

24. The ILO collaborated with regional and subregional bodies in building regional capacities and facilitating the exchange of good practices, and supported constituents in responding to

the labour challenges of the rapidly evolving socio-economic environment. The ILO signed a new MOU with the Arab Labour Organization to revitalize joint collaboration and strengthen the promotion of the Decent Work Agenda. A Tripartite Regional Workshop on Occupational Safety and Health was organized jointly in Damascus in November 2007 and resulted in a strategic action plan on OSH for the region.

25. Technical assistance provided to the GCC annual seminars on the ILO Declaration on Fundamental Principles and Rights at Work (organized jointly with the Executive Bureau for Ministers of Labour and Social Affairs) resulted in significant support for the promotion and enforcement of fundamental principles and rights at work. As a result of this process, several GCC States have strengthened their labour inspection units to prevent trafficking and forced labour practices. This policy dialogue converged in the January 2008 Forum on Contractual Labour in the GCC, which will gather sending and receiving countries to discuss legislative harmonization and workers' rights.
26. ILO support for employment promotion focused on improving the quality, availability and accessibility of labour market information in order to better inform employment policies. Several countries benefited from ILO technical assistance to develop employment strategies and NAPs. A nucleus for a regional labour market information system was established at the GCC Executive Bureau and is compatible with national and regional labour market information systems. Employment was at the forefront of policy concerns in crisis-affected countries in the region through new joint ILO–UN initiatives in Lebanon, Iraq, and the occupied Arab territories. The initiatives focus on livelihood and income-generating activities, LED and sectoral skills.
27. The region also saw improvements in workers' representation, particularly in Bahrain and Oman. Collaboration with the International Confederation of Arab Trade Unions on capacity-building activities on the Declaration, tripartism and social dialogue, and the role of trade unions in ratifying core Conventions, were crucial in achieving these results. Within the framework of the implementation and development of DWCPs and based on the Jordanian example, tripartite committees have been identified as key consultative and policy advisory bodies responsible for tracking labour issues. This ensures the involvement of employers' and workers' organizations in monitoring DWCP implementation.

Asia and the Pacific

28. The 14th Asian Regional Meeting (Republic of Korea, 2006) was a significant milestone and reaffirmed the commitment of constituents to decent work, an Asian Decent Work Decade (2006–15) and DWCPs. Five common priorities were endorsed, namely: promoting competitiveness, productivity and jobs; addressing youth employment; improving management of labour migration; strengthening labour market governance; and extending social protection to informal economy workers without such coverage. These were reflected as regional priorities in the Programme and Budget for 2008–09 and embedded in the Asian Decent Work Decade, which will provide medium- to long-term strategic policy direction for regional programmes.
29. The Asian Employment Forum on Growth, Employment and Decent Work (Beijing, 2007) identified measures to support sustainable and inclusive growth during the Asian Decent Work Decade. The Forum supported the ILO's Green Jobs Initiative and expressed support for the establishment of an Asia-Pacific Knowledge Network on Decent Work. Several initiatives have since been launched, including the upgrading of the web site using the ILO's new web content management system, a constituent knowledge management survey, the establishment of an advisory committee and the preliminary design of community of practice frameworks for three pilot networks.
30. The ILO Tripartite Technical Meeting on Decent Work in the Pacific Island Countries (Fiji, 2007) reviewed labour market challenges and identified labour market governance

and employment-rich growth as two broad priority areas on which progress is required to make decent work a reality in the Pacific.

31. The Office and the ASEAN secretariat signed a cooperation agreement in March 2007, creating a strengthened partnership for decent work and regional integration. The ILO's projections of the ASEAN labour market scenarios provided strategic vision for ASEAN's policy agenda for decent work. The ILO has increased engagement with ASEAN in the areas of labour statistics, occupational health and safety, HIV/AIDS, youth entrepreneurship, labour market governance and labour migration. Initiatives have also started with the SAARC and the Pacific Islands Forum.
32. In a number of countries, the ILO's school-to-work transition surveys provided evidence of linkages between child labour and youth unemployment. Work to strengthen the knowledge base on competitiveness, productivity and jobs led to a change in the perception of policy-makers with regard to progressive employment practices and linkages between improved working conditions and productivity.
33. Regional networking on migration information was initiated through Migration Management Information and Statistics for Asia, jointly developed with the Scalabrini Migration Centre in Manila. "Travel smart – Work smart" campaigns have been accepted by most governments in the Mekong region.
34. Through continuous ILO support, the regional skills network partner organizations began sharing knowledge and experience of policies and practices related to skills development and training issues. These included the design of national skills and employability action plans, and policies on skills for youth and skills recognition for migrant workers.
35. Gender audits were undertaken in a number of offices to improve the effectiveness of the ILO and its partners, including UN agencies, in bringing gender into the mainstream of labour, employment and social policies.

Europe and Central Asia

36. The two expansions of the EU in May 2004 and January 2007 have led to a redirection of ILO policy advice and technical assistance to South-Eastern Europe, Eastern Europe, the Caucasus and Central Asia. While the goals formulated in the Programme and Budget for 2006–07 continue to pose challenges to many of these countries, important achievements can be reported.
37. Decent work objectives were promoted in the region through the formulation and implementation of 11 DWCPs, in close cooperation with the national tripartite constituency. Regional cooperation on employment policy in South-Eastern Europe ("the Bucharest Process") was strengthened and contributed to the enhanced capacity of national labour market institutions and social partners at regional and national level, and to improved governance of regional and national labour markets. Flexicurity policies are now high on the social dialogue agenda in South-Eastern Europe and are further supported by a regional network of labour law experts. A tripartite platform for improving labour dispute settlement systems has been created in the Caucasus and the countries of Central Asia. Tripartite constituents adopted regional objectives on decent employment opportunities for youth for South-Eastern Europe and the CIS countries. With ILO support, tripartite platforms were established in both regions to share experiences and promote good practices in promoting youth employment.
38. The ILO facilitated cooperation among relevant governmental institutions and workers' organizations in countries sending and receiving migrant workers, combined with information campaigns and training directed at migrant workers. This has improved governance of labour migration and protection of migrant workers and their families. Campaigns targeting actual and potential victims of trafficking (mainly young women and

children) and capacity building of national labour market institutions contributed to better prevention of trafficking and to the labour market integration of trafficking victims.

39. The ILO has stimulated regional cooperation on occupational health and safety in South-Eastern Europe; a regional road map (action plan) has been agreed on the basis of national OSH profiles. This approach has resulted in the restructuring of national occupational injury and disease benefit systems in several CIS countries, as well as campaigns to combat unsafe working conditions in particular industries. An exchange of experiences from national pension reforms and other social security/assistance reforms, supported by the ILO in South-Eastern Europe, resulted in important impacts on national discussions of these reforms. Workplace initiatives were also adopted to prevent the spread of HIV/AIDS in the region, including in the most exposed industries, and to combat workplace discrimination.
40. Social dialogue still remains fragile, owing in part to governments' limited leadership and a shortage of strong and independent employers' and workers' organizations. Nevertheless, as a result of dedicated ILO support, collective bargaining institutions, economic and social councils and similar bodies have been strengthened, and capacity building was provided to employers' and workers' organizations.

Decent Work Country Programmes

41. DWCPs have clearly taken root as the ILO's framework for country-level work in each region. For the first time, the IRIS/SMM was introduced and facilitated a transparent programming process. Office-wide regular budget resources were linked to country programme outcomes, which improved consultation and the collaborative implementation of programmes between headquarters and external offices. This allowed for a more accurate tracking of resources spent on outcomes identified in the Programme and Budget for 2006–07. The IRIS/SMM was also used to gather information on the results achieved against each country outcome established for DWCPs. This information was used in the preparation of this report.
42. As at 31 December 2007, DWCP documents had been finalized in 31 member States and were under preparation in approximately 53 others. All DWCPs were prepared with the participation of social partners.
43. The following key elements emerged from the formulation and implementation of DWCPs to date:
 - The preparation of DWCPs is helping to define more realistic outcomes by focusing on a limited number of priorities. The main substantive priorities identified in DWCPs reveal a number of common themes in every region, and marked differences in focus within these themes. Priorities also differ by region.¹
 - The ILO is increasingly seen as a credible and visible partner when introducing its comparative advantages through DWCPs. In a growing number of cases, this has enhanced the attention paid by national stakeholders and international donors to employment and decent work issues in national development policies and programmes. Independent evaluations conducted during the biennium on the ILO's programmes in Argentina and Ukraine identified the DWCPs for these countries as essential elements of the ILO's assistance.

¹ GB.300/TC/2.

- Links to UN country programmes, in particular “One UN” pilot countries and UNDAFs, have increased in all the regions. DWCPs have become a central element of the UNDAFs in Algeria, India, Liberia and Morocco, and decent work is specifically included as one of the UNDAF objectives in Brazil and Mexico. The ILO’s work with respect to poverty reduction strategies (PRS) has also been progressively integrated in DWCPs. These linkages were reviewed in 18 countries in document GB.300/ESP/3 (table 1 in the appendix).
- The role of the social partners in the development and/or implementation of DWCPs – while needing improvement and varying in its scope and modalities – has been substantive. The establishment of national tripartite committees as key consultative and policy advisory bodies to monitor the implementation of DWCPs seems to be emerging as a key feature in fostering constituents’ ownership of these processes.
- DWCPs are rapidly becoming the main mechanism of allocating regular and extra-budgetary resources. The ILO has relied largely on its own regular budget resources to develop DWCPs, although efforts have been intensified in all the regions to mobilize extra-budgetary resources. Some donors have indicated their interest in financing DWCP outcomes at national, subregional or regional levels. For instance, the ILO/Netherlands programme has funded DWCPs in ten countries. In many cases, national governments have committed themselves to financial or in-kind contributions for the implementation of their respective DWCPs (such as in Liberia, United Republic of Tanzania, and Zambia). Ongoing and future technical cooperation programmes are being adjusted and elaborated in response to country priorities. From 2008–09 onwards, the IRIS/SMM Module will track technical cooperation links to country outcomes.

Continuing to improve policy coherence, DWCPs, indicators and reporting

44. This report provides more detailed information than in the past on the ILO’s contribution to the achievement of a large number of important outcomes in member States and globally. It provides a clearer picture of the role of the ILO in promoting and supporting these outcomes. The picture that emerges is valuable not only in assessing performance but in identifying areas and strategies for improvement.

Policy coherence and focus

45. The first point that emerges is the need for greater policy coherence and more focused efforts directed towards achieving major, visible change. In many cases the individual outcomes are valuable, but often there is little evidence that they are part of a larger strategy, or that the different units of the Office collaborate sufficiently. This may in part relate to weaknesses in the reporting system, which did not emphasize reporting on joint work, and will be addressed in future reports. More importantly, it suggests a need to make a more concerted effort on several fronts:
- DWCPs are the main mechanism for promoting policy coherence in the ILO’s work in countries. They should be re-examined in the light of the need for fewer, more visible outcomes, and for more integrated action.
 - The joint immediate outcomes, new for 2008–09, should become tools for policy coherence. If they prove to be effective, they should be expanded.

- The ILO's global work should include a strong concentration on means of improving policy coherence. For example the *Toolkit for mainstreaming employment and decent work* is designed to encourage policy coherence in its application.
- There are opportunities within the UN reform process to link the ILO's work to wider objectives and to mobilize additional resources. The *Toolkit* is a contribution to this, but much more needs to be done to influence UNDAFs and other UN processes.
- ILO strategies, particularly on knowledge sharing and human resources, should give greater emphasis to collaboration, for example through the application of the research strategy that has been developed.

Improving Decent Work Country Programmes

46. DWCPs are at the heart of these improvements and their improvement deserves special effort.
47. Firstly, there is a need to ensure consistency in DWCP preparation and qualitative content. Regional DWCP support groups have been established under the authority of each of the regional directors, with the aim of providing a quality assurance framework and mobilizing headquarters support around DWCPs. Since the launch of the quality assurance framework, a total of 31 DWCPs have been assessed. However, this mechanism requires further refinement and increased buy-in by technical departments.
48. Secondly, it is recognized that there needs to be greater involvement of constituents in all stages of DWCPs. The DWCPs, including periodic reviews and revisions, require sustained interest by tripartite partners over a long period and continued capacity building. A new set of outcomes related to the strengthening of capacities of employers' and workers' organizations in this area has been added to IRIS for the next biennium. The process of developing and improving results-based DWCPs with the full involvement of constituents is being supported by projects funded by the Netherlands and the United Kingdom. These projects have supported the development of training materials for constituents and for ILO staff, and the Office is now in the process of pilot testing these materials and moving to concrete application in countries.
49. Thirdly, priority setting, focus and alignment issues have remained challenges. Both the ILO and constituents need to set limited and realistically achievable outcomes, and to clearly identify their capacity and resource requirements, particularly from extra-budgetary resources. Where UN frameworks already exist, DWCPs are aligned with them when possible, establishing a substantive causal link between DWCP outcomes and UNDAF/national development outcomes. However, this should not lead to a distortion of the priorities established by ILO policy and constituents.

Improving indicators and reporting

50. The process of reporting on the results achieved for this biennium has generated useful insights that should be considered in the evolution and improvement of future indicators and reporting mechanisms.
 - For each outcome, an outcome coordinator was responsible for reviewing all information provided by the field and submitting compiled information for the report. This increased first-hand experience and raised awareness of the successful and less successful aspects of the indicators.
 - In most cases, the use of the new IRIS implementation reporting module allowed for easier access and organization of results reported from the field. Data received varied

in quality and were sometimes incomplete and unclear. Further refinement of reporting systems is required to ensure that the knowledge of the relevant staff in external offices finds its way through reporting channels.

- Much of the ILO's work takes place over longer timeframes and often involves elements that are difficult to measure, such as advocacy and capacity building. Many outcome coordinators expressed concern over the inability to include work in progress and also noted that certain important aspects of their work were not included because they could not be measured or did not qualify as results. This led to a tendency to try and squeeze this information into the results tables, which led to some inappropriate entries. Measurement of the ILO's qualitative work remains an ongoing challenge which will need to be addressed in the next SPF.
 - In a few cases there appeared to be some overlap between indicators, which created ambiguity in reporting achievements under the correct indicator. The indicators for 2008–09 have been modified to resolve this issue.
 - Measurement difficulties occurred in indicators that were too broad and inclusive. In a few cases, reporting on indicators was also highly labour-intensive and very difficult. In future indicators, the ILO needs to be more specific and ensure that it can, in practice, measure the desired results.
 - The current structure of country-level reporting has some limitations. The numeric target does not capture the differing efforts required to achieve results in different countries. This has been addressed by providing information on the ILO contribution to the result, but this information is not easy to summarize. In some cases the indicators have not been designed to include results achieved at global, regional or subregional levels.
51. In March 2007, the Governing Body requested the addition of baselines under each of the strategic objectives to better gauge the progress of ILO work. Baselines require the consistent use of the same indicators in each biennium to allow for comparison. A review of the Programme and Budget for 2004–05, 2006–07 and 2008–09 shows that there is virtually no repetition of indicators between any of these documents. While it has not been possible to provide baselines for this biennium, this will be addressed through the new SPF for 2010–15. A complete revision of indicators will take place, with a view to developing stable indicators that will be used throughout the SPF and allow a comparative assessment of the ILO's performance from one biennium to another.

Using evaluation results

52. Evaluations offer a more in-depth view of performance, addressing issues such as impact, effectiveness, efficiency and attribution. Inclusion of a summary of evaluation results has been identified as a key means of improving the implementation reports. This will be introduced for 2008–09 where possible and will become a systematic feature of implementation reporting under the next SPF.

Other biennium developments

New instruments adopted

53. Following intensive tripartite consultations, the Maritime Labour Convention and the Work in Fishing Convention, 2007 (No. 188) and accompanying Recommendation (No. 199) were adopted with overwhelming support in 2006 and 2007, respectively. Consolidating and updating 68 existing ILO maritime Conventions and Recommendations, the Maritime Convention provides a comprehensive labour charter for an estimated 1.2 million seafarers around the world. The Convention also contains provisions allowing it to keep in step with the needs of the industry, and to help secure universal application and enforcement.
54. Similar to the Maritime Labour Convention, the Work in Fishing Convention consolidates and updates a number of related Conventions, and also addresses areas not previously covered by the ILO's fishing instruments. These include the minimum age for work on fishing vessels, medical fitness, OSH and medical care at sea, work agreements and social security protection. The Convention provides innovative provisions for flexible implementation, and will enter into force 12 months after it is ratified by ten (including eight coastal) ILO member States.
55. A Promotional Framework for the Occupational Safety and Health Convention, 2006 (No. 187) and Recommendation, 2006 (No. 197) was adopted. Based on the ILO's Global Strategy on Occupational Safety and Health, the Convention emphasizes the development of a "preventative safety and health culture" through national OSH programmes, as well as the promotion of safer and healthier working environments through preventive measures. A resolution on exposure to asbestos was also adopted.
56. Through the new Employment Relationship Recommendation, 2006 (No. 198), new standards were adopted to address the formulation and adoption, in consultation with workers and employers, of national policies to effectively establish the existence of an employment relationship and distinguish between employed and self-employed workers; combat disguised employment relationships; and ensure standards that are applicable to all forms of contractual arrangements.

First Decent Work Prize awarded

57. In June 2007, the ILO awarded the first annual Decent Work Research Prize to Nobel Peace Laureate and former South African President Nelson Mandela and to Professor Carmelo Mesa-Lago, for his major scholarly contributions to the analysis of socio-economic relationships and policy instruments for the advancement of decent work, particularly on social security and pension reform.

Greening the Decent Work Agenda

58. With climate change and other environmental challenges increasingly affecting the world of work, the ILO outlined a plan for a Green Jobs Initiative. The initiative will work to link development and job creation to environmental sustainability.
59. In 2007, the ILO began offsetting carbon emissions associated with official ILO air travel. In addition, US\$11,608 was charged for carbon emission offsets for the estimated

465 tonnes of emissions generated by the Forum on Decent Work for a Fair Globalization in Lisbon, Portugal.

Use of 2000–01 surplus fund comes to a close

60. At the end of the 2000–01 biennium, the receipt of a significant amount of arrears resulted in excess income of approximately US\$57,020,133, which became the “2000–01 Surplus”. In November 2002, the Governing Body approved allocations of US\$51,300,000 for urgent priorities and time-bound investments.² The prioritized areas of action and time-bound investments (and their resources) approved were:

- World Commission on the Social Dimension of Globalization (US\$2,800,000)
- International labour standards (US\$2,900,000)
- Response to crisis and emergencies (US\$8,000,000)
- Security and safety of staff (US\$3,450,000)
- Investments in management capacities (US\$6,000,000)
- Regional services (US\$10,000,000)
- Statistics (US\$2,000,000)
- Gender equality (US\$2,000,000)
- External communications (US\$3,500,000)
- Tripartism and social dialogue (US\$2,900,000)
- Transfer to Building and Accommodation Fund (US\$2,750,000)
- Transfer to Information Technology Systems Fund (US\$5,000,000).

61. This resulted in the funding of 155 projects across all strategic objectives. Most projects had been completed by the end of 2006 – there were 21 active projects in 2006, with only three active projects remaining by the end of 2007.

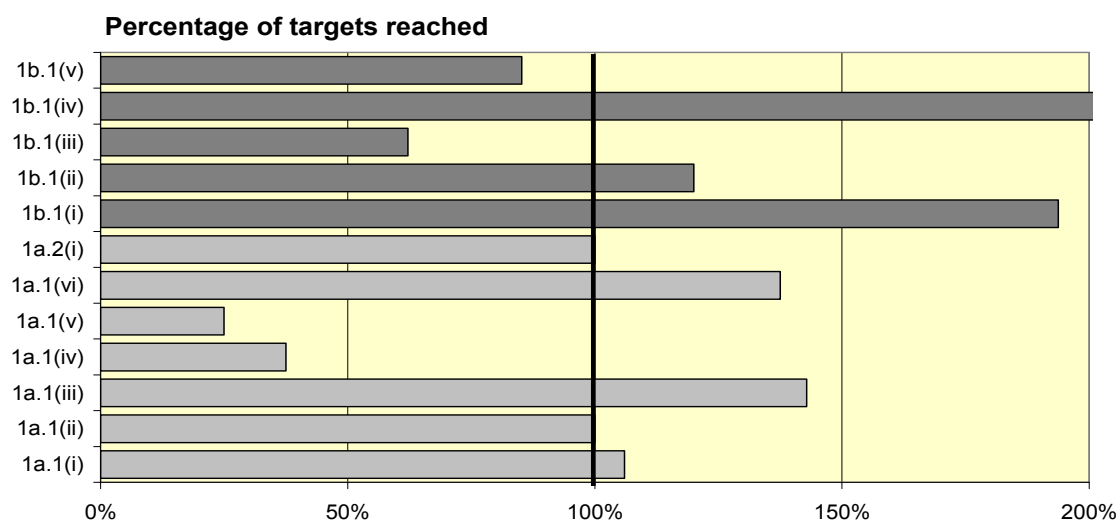
62. Over the course of five years, the fund was used in a strategic manner in all regions and in international settings. This included:

- The promotion of social dialogue and the representation of the ILO’s constituents to facilitate better integration of the Decent Work Agenda with national, regional and international policies and development frameworks, such as PRSPs, UNDAFs, the Global Compact and the AU’s Extraordinary Summit and its action plan on employment and poverty reduction.
- Support to people affected by crisis (earthquake, tsunami, social or economical downturns, armed conflicts, etc.) through the promotion of income-generating initiatives, social and economic safety nets, vocational training and other actions. Special attention was given to vulnerable groups, such as youth, women, and people in the informal economy.

² *Provisional Record* No. 19, International Labour Conference, 90th Session, Geneva, 2002.

- Establishment of an international forum for dialogue, awareness raising and consensus building on the social dimension of globalization.
 - Institutional capacity building, such as the introduction of IRIS, the development of a new technical cooperation manual, and the creation of databases for the monitoring of international labour standards. Funds also assisted with the creation of a new evaluation strategy and results-based training manuals and tools.
- 63.** As of the end of 2007, 97.36 per cent of resources had been expended, with some unspent allocations remaining in countries where surplus-funded projects were difficult to implement due to geopolitical situations.

Strategic Objective No. 1: Promote and realize standards and fundamental principles and rights at work



64. The normative instruments provided the basic tools for focusing on the ILO's essential mandate and concretely identifying the different elements of decent work. There is a growing understanding of the interlinkages between the four categories of fundamental principles and rights at work: work in one area often overlaps and leads to action in other areas.
65. The role of international labour standards was strong, as measured by demands for ILO input and references to ILO standards and rights by international financial institutions, UN initiatives, private initiatives and corporate codes of conduct, as well as in national legislation and collective agreements. While this demand was based on the four categories of fundamental principles and rights at work, it often also extended into technical areas where agreement among parties can be hard to attain and where the ILO's instruments were seen as a reliable and authoritative reference point. This applied (see reporting under Strategic Objectives No. 2 and No. 3) even to subjects like working time, wages, termination of employment and maternity protection, where the ILO's experience in obtaining tripartite accord (whether through formal standard setting at the ILC or in the Governing Body in the context of such instruments as the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy or the code of conduct on HIV/AIDS) often showed the way to break deadlock in negotiations.
66. Recourse to ILO normative instruments was central to debates concerning standards and rights in the informal economy, where the decent work deficit is the greatest. At the national level, sustained emphasis on the right to organize and the other fundamental rights (as illustrated in reporting under Strategic Objective No. 4, as well as the work on, for example, freedom of association and child labour under Strategic Objective No. 1) may form a coherent overall policy, along the lines advocated in the ECOSOC resolution, and as shown under the mainstreamed strategies. At the same time, public and private initiatives on procurement and purchasing are incorporating a wide range of labour standards which may extend accountability and lead to real improvement in working conditions in the informal economy.

Operational objective 1a: Fundamental principles and rights at work

ILO member States give effect to the principles and rights concerning freedom of association and collective bargaining and the elimination of forced labour, child labour and discrimination in employment and occupation.

Outcome 1a.1: Improved implementation of fundamental principles and rights at work

Member States are increasingly aware of the content of fundamental principles and rights at work (freedom of association/collective bargaining, freedom from forced labour, child labour and discrimination) and undertake progressive steps to respect, promote and realize them, including in their national development and poverty reduction frameworks, national law and practice, and in the policies and practices of employers' and workers' organizations and their members.

Overview

- 67.** International recognition of the fundamental principles and rights at work as a tool in promoting fair globalization continued, as evidenced by interest within the global community in including of fundamental principles and rights at work in good governance and pro-democracy concerns, such as International Financial Institution guidelines, agreements and corporate codes of conduct. In order to continue influencing national and international policies in this direction, the ILO needs to further tailor its products to provide timely information and continue to raise awareness.
- 68.** At the national level, ILO efforts led to increased measures to promote fundamental principles and rights at work in national development plans and PRSPs, especially concerning forced labour, and in the policies and practices of employers' and workers' organizations. In a number of countries, fundamental principles and rights at work were included in revised or adopted labour laws. The anti-discrimination principle remained underfunded, however, which resulted in lower results than targeted. Despite important breakthroughs, work is concentrated on individual principles; consistently addressing more than one principle at a time remains a challenge.
- 69.** The sharing of information across projects was useful and in some cases allowed for further dissemination of ILO work. In Morocco, a bilingual inspection manual produced by a labour relations project has now been adapted for use in 18 French-speaking countries in Africa as a reference tool for labour inspectorates.
- 70.** The Global Reports under the Declaration follow-up continued to provide timely global trends on fundamental principles and rights at work. New analytical tools for promoting these principles were introduced with an additional survey methodology for estimating the numbers of workers subject to forced labour, the ethnic audit of PRSPs and a manual on evaluating pay equity.

Indicators

Indicator (i): Constituents use tools and other practical measures to implement fundamental principles and rights at work

Target: 50 instances.

Result: 53 instances.

71. Nineteen member States ratified core Conventions:

- **Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98):** Armenia (No. 87); El Salvador, Montenegro, Vanuatu (Nos 87 and 98).
- **Forced Labour Convention, 1930 (No. 29) and the Abolition of Forced Labour Convention, 1957 (No. 105):** Ethiopia, Latvia, Viet Nam (No. 29); Madagascar, Nepal, Qatar (No. 105); Montenegro, Vanuatu (Nos 29 and 105).
- **Equal Remuneration Convention, 1951 (No. 100) and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111):** China (No. 111); Ethiopia (No. 100); Montenegro, Vanuatu (Nos 100 and 111).
- **Minimum Age Convention, 1973 (No. 138) and the Worst Forms of Child Labour Convention, 1999 (No. 182):** Armenia, Ethiopia, Montenegro (No. 138 and No. 182); Australia, Cambodia, Haiti, Suriname, Vanuatu (No. 182); Czech Republic, Estonia, Latvia, Pakistan, Qatar, Saint Vincent and the Grenadines (No. 138).

72. Sixteen member States changed their national legislation: Afghanistan, Botswana (draft), Burkina Faso, China, Jordan (draft), Kuwait, Lesotho (draft), Malaysia, Madagascar, Namibia (draft), Oman, Papua New Guinea (draft), Samoa, Saudi Arabia, Solomon Islands, Vanuatu.

73. Twenty-four member States and four subregions improved the capacity of social partners and administration to apply core Conventions and fundamental principles and rights at work: Benin, Bolivia, Botswana, Brazil, Burkina Faso, Cambodia, Colombia, Fiji, Jordan, Lesotho, Madagascar, Mali, Mauritania, Namibia, Niger, Oman, Paraguay, Peru, Senegal, Swaziland, Thailand, Togo, Bolivarian Republic of Venezuela, Viet Nam, Caribbean islands, Central America, eastern Asia, southern Asia.

74. Specific examples for this indicator:

Result	ILO contribution
Botswana, Lesotho, Malawi, Namibia, Swaziland, Zambia: Developed a database for labour inspection.	Software design and development, provision of computer equipment and training of labour inspectors on the new system.
Brazil: Labour inspectors are using a database to monitor locations suspected or known to use forced labour. Increased constituent awareness of migration patterns of forced labourers.	Developed the database and provided training to labour inspectors. Produced an atlas to map trafficking of persons for use in forced labour.
China: Adopted a Labour Contract Law introducing provisions related to collective bargaining.	Provided technical assistance to the All-China Federation of Trade Unions to improve its policy and to strengthen its capacity to undertake collective bargaining.
Ethiopia: Amended the Proclamation on Private Employment Agencies to support government initiatives on human trafficking.	Training of labour court judges through the International Training Centre of the ILO (the Turin Centre).

Result	ILO contribution
Madagascar: Adopted new penitentiary legislation and ratified the Abolition of Forced Labour Convention, 1957 (No. 105).	The CEACR made observations for many years on the implementation of the Forced Labour Convention, 1930 (No. 29), including on the legislation regarding the employment of prisoners. Organized a workshop with relevant ministries and administrations, which helped to prepare for the adoption of new legislation and the ratification of Convention No. 105.
Mauritania: Adopted a law to criminalize slavery.	As a policy follow-up to the observations of the CEACR on the implementation of Convention No. 29, conducted high-level discussions with Government and social partners about forced labour and the legacy of slavery. Participated in discussions with the UNDP and several other partners to identify a broad technical cooperation programme.
Morocco: Labour inspectors and representatives of the social partners used new approaches to prepare, carry out and follow up on inspection visits.	Developed, published and disseminated a bilingual labour inspection manual and provided training to labour inspectors.
Namibia: Plan of action for the implementation of the new labour legislation relating to freedom of association, collective bargaining and non-discrimination.	Consultations with government officials to design the action plan. Training of trainers to implement the plan.
Pakistan: Enhanced implementation of the National Policy and Plan of Action for the Abolition of Bonded Labour and increased the number of cases prosecuted through the courts.	Held a series of training workshops for government officials, judges and others, using ILO materials.
Viet Nam: Developed, printed and disseminated a user guide on labour policy in English and Vietnamese. National Assembly abolished the Public Utility Work Ordinance.	Financial and technical support to produce and print copies of the guide. Research, awareness-raising and capacity-building activities related to forced labour. An ILO report on forced labour resulted in the abolition of the Ordinance.

75. It should also be noted that information based on the ratification campaign on core labour standards and the Annual Review under the Declaration shows that the following member States have indicated their intention to ratify or are in the process of ratifying core Conventions: Afghanistan (Nos 29, 138, 182), Bahrain (Nos 138, 100), Gabon (No. 138), Ghana (No. 138), Guinea-Bissau (Nos 87, 138, 182), Haiti (No. 138), Islamic Republic of Iran (Nos 87, 98, 138), Iraq (No. 87), Jordan (No. 87), Kiribati (Nos 138, 182, 100, 111), Lao People's Democratic Republic (Nos 100, 111), Lebanon (No. 87), Liberia (Nos 138, 100), Nepal (No. 87), Oman (Nos 100, 111), Qatar (Nos 87, 98, 29, 100), Sierra Leone (Nos 138, 182), Sudan (No. 87), Thailand (Nos 87, 98), the United Arab Emirates (Nos 87, 98), Uzbekistan (Nos 138, 182), Vanuatu (No. 138) and Viet Nam (No. 105).

Indicator (ii): Member States take action for improved respect for freedom of association and effective recognition of the right to collective bargaining

Target: Seven new countries in which progress is made following ILO intervention.

Result: Seven countries.

Result	ILO contribution
Botswana: Drafted a proposal for the alignment of the public service legislation with the provisions of the Trade Disputes Act and other labour legislation to allow for collective bargaining.	Provided international and national advisory services, legal drafting and organized tripartite consultation workshops to discuss the proposal.
Jordan: Finalized a draft to reform the labour law. Draft approved by Cabinet and expected to be tabled before Parliament before the end of 2007. National Tripartite Labour Committee established.	Technical inputs to draft the revised law. Organized a series of consultation workshops for the Government and social partners. Conducted training and awareness raising on tripartism and social dialogue. Technical support in the drafting of the legal framework, functions and composition of the tripartite committee.

Result	ILO contribution
Lesotho: Finalized a draft to reform the labour law. Draft approved by the National Advisory Committee on Labour.	Provided international and national technical expertise and organized information and consultation meetings for the tripartite partners and the National Advisory Committee on Labour.
Oman: Two Ministerial Decisions (No. 31 and No. 294, 2006) and a Royal Decree (No. 112 of 2006) allow for the establishment of workers' organizations, promote collective bargaining and allow migrant workers to join workers' organizations.	Provided technical comments on the draft decrees and held a series of consultations with the Government and social partners.
Senegal: Social partners negotiated sectoral collective agreements.	Carried out research and discussions with employers' and workers' organizations and prepared draft elements for two collective agreements for the negotiations.
Swaziland: Revised Employment Act submitted to Parliament.	International and national technical advisory services, legal drafting support and tripartite consultation workshops.
Thailand: Established a national plan of action (NPA) towards the ratification of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98).	Technical advice to constituents and a visit by a tripartite delegation from South Africa, which shared its experience of social dialogue after the apartheid era.

Indicator (iii): Tripartite constituents are more capable of promoting freedom of association and collective bargaining; social partners have greater capacity to organize the unorganized

Target: Seven new initiatives in which the tripartite constituents take action based on ILO assistance, including in the informal economy.

Result: Ten initiatives.

Result	ILO contribution
Bahrain: Increased awareness of legislators for the promotion of freedom of association and collective bargaining.	Seminar for parliamentarians and the tripartite partners on the Declaration, particularly freedom of association in the public sector.
Botswana, Lesotho, Malawi, Namibia, Swaziland, Zambia: Ministry of Labour strengthened its capacity to enforce labour legislation.	A series of training programmes for labour inspectors on international labour standards, national legislation, dispute prevention and inspection techniques.
Botswana, Lesotho, Namibia, Swaziland: Improved capacity of government to settle disputes. Increased capacity of employers' and workers' representatives to guide their constituency.	Provided training workshops to the officers charged with conciliation and arbitration. Sponsored officials to enrol in a post-graduate diploma course. Trained labour court judges and registrars and conducted audits to improve court procedures and functions. Trained representatives of employers' and workers' organizations on representing their constituents in conciliation and arbitration hearings.
Botswana, Lesotho, Namibia, Swaziland: Improved capacity of employers and workers to bargain and negotiate.	Training for employers' and workers' representatives on collective bargaining, negotiation skills, national labour legislation, international labour standards.
Botswana, Lesotho, Namibia, Swaziland: Implemented a nationwide campaign to promote fundamental principles and rights at work, including freedom of association and collective bargaining.	With the support of international media experts, designed and funded a media campaign involving television, radio and print media.
Jordan: Ministry of Labour increased its capacity to enforce national legislation.	Training on international labour standards, including freedom of association and collective bargaining, national legislation, dispute prevention, forced labour and trafficking. Supported the establishment of a training centre for labour inspectors.

Result	ILO contribution
Madagascar: Improved capacity of workers' and employers' organizations in collective bargaining in EPZs.	In consultation with Government, employers' and workers' organizations, prepared elements of a draft collective agreement and provided advice to the social partners on collective bargaining. This will lead to a negotiated agreement for the EPZ in 2008.
Mauritania: Increased awareness and better implementation of the fundamental rights at work.	Through an ILO project, a national forum of the tripartite constituents and of civil society discussed the four principles and rights at work and adopted elements of an awareness-raising campaign.
Oman: Increased capacity of Ministry of Labour to enforce national legislation. Strengthened capacity of workers to represent their interests.	Provided training to 110 newly recruited labour inspectors on national legislation, fundamental principles, rights of migrant workers, forced labour and trafficking and dispute prevention. Supported the training of ten inspectors as trainers. Supported workers' committees' transition towards becoming trade unions by helping them draft their constitution, internal regulations, organizational structure and providing training on a number of trade union issues.
Ukraine: Measures taken to better guarantee freedom of association and collective bargaining.	Training of civil court judges who deal with labour disputes.

Indicator (iv): Member States establish or improve national policies and programmes to address gender and racial and ethnic discrimination

Target: Eight countries.

Result: Three countries.

Result	ILO contribution
Brazil: Gender and racism mainstreamed across the Ministry of Labour through the creation of units to combat discrimination and the training of members of a regional delegation to support the new programme.	With the Ministry of Labour and Employment, delivered training courses for public managers on mainstreaming gender and race in all social and qualification programmes. Technical assistance to build the capacity of 60 labour inspectors and officials of the Ministry's anti-discrimination units in state-level offices.
Bolivia: Adopted a plan for the development of the Guarani People that includes the respect and promotion of all the principles and rights at work.	Technical assistance to develop and adopt the action plan.
Peru: Adopted an action plan and established a commission on forced labour that integrally addresses discrimination based on gender and ethnicity.	Technical assistance to develop the national policy and plan of action.

Indicator (v): Workers' organizations adopt plans to promote gender equality (especially pay), advance racial/ethnic equality; employers and their organizations display awareness and act on non-discrimination and equal opportunity

Target: Eight organizations. Impact in terms of publications, training organized by employers and workers in collective agreements will be tracked and reported.

Result: Organizations in two countries.

Result	ILO contribution
Morocco: Six medium-sized enterprises adopted action plans to address issues related to gender equality, including equal remuneration.	Conducted enterprise surveys, disseminated findings and recommendations. Assisted enterprises in the development of action plans. Good practices guide developed and awareness-raising workshops conducted for tripartite constituents.
Portugal: Employers' and workers' organizations in the beverage and restaurant sector adopted a job evaluation method to address pay equity.	Technical assistance and training to develop and apply job evaluation methods that are free of gender bias.

Note: Elements of a global anti-racial discrimination action plan were elaborated in an ILO-organized workshop between ITUC and 23 national workers' organizations in December 2007. It is anticipated that an ITUC action plan, and four national pilots, will be adopted in 2008.

Indicator (vi): National authorities adopt and implement national plans to combat forced labour or trafficking

Target: Eight new plans.

Result: 11 plans.

Result	ILO contribution
Albania: Modified migration legislation. Strengthened capacity of constituents to develop gender-sensitive migration policies and address the employment needs of actual and potential victims of trafficking.	Made comments on the law on emigration and the draft law on foreigners. Advice provided on legislation and policies regulating private employment agencies, including recommendations for the private employment agencies code of practice. Developed training manuals and conducted workshops on reporting on the Migration for Employment Convention (Revised), 1949 (No. 97), and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143), and on migration management. Capacity building provided on pre-departure strategies and employment creation.
Bolivia: Established an inter-institutional commission on forced labour. Drafted an NAP to combat forced labour and discrimination against indigenous peoples.	Training workshops, advice and the production of communication materials.
Brazil: State plan to eradicate forced labour in Piauí revised and relaunched in line with national plan. Social re-insertion programme for rescued forced labourers reinforced.	Implemented a national advocacy and awareness campaign and undertook follow-up with State-level officials. Advice and financial support to recruit a human resources consultant to reinforce the programme within the steel industry.
China: Implicit and explicit reference to the prohibition of forced labour included in the labour contract law. NAP on trafficking drafted. Provincial and national level stakeholders improved understanding of trafficking. Forced labour cases charges are now being brought on the basis of the relevant provisions of the Criminal Code (instead of provisions covering general forms of abuse).	Technical inputs for the NAP. Research and facilitation of inter-agency/government discussion on protection of migrant workers. Technical inputs for inter-agency joint assessment of rural social security development and migrant workers project. Research on training for transferring rural labour forces in the process of urbanization.
Republic of Moldova: Developed the National Referral System for the Protection and Assistance of Victims of Trafficking in Human Beings. NAP to prevent and combat trafficking drafted.	Facilitated meetings of working subgroups. Provided draft proposals and organized public debates to discuss the NAP. Technical advice and linking of the referral system to vocational training and microcredit services.
Niger: Established a national commission to combat forced labour and discrimination (comprising Government, social partners and civil society) and prepared a draft NPA.	Technical and financial support to the commission members, including awareness raising and community-based pilot projects.

Result	ILO contribution
Nigeria: Implemented an NAP against trafficking.	Trained government officials, employers' and workers' organizations in prevention, withdrawal, rehabilitation, reintegration and monitoring of trafficked persons. Provided two shelters for trafficked persons and a satellite link (for Internet access and database management) to the National Agency for the Prohibition of Trafficking in Persons to monitor/track human trafficking. Organized a stakeholder workshop to discuss the final draft of the action plan before it was submitted to the National Planning Commission.
Paraguay: National commission for the promotion of fundamental rights created and starting to function.	Several contacts and seminars with authorities and tripartite social actors to promote fundamental principles and rights at work (training of judges). Technical assistance provided through a project on forced labour, discrimination and poverty reduction among indigenous peoples.
Peru: Tripartite National Commission on forced labour established. Started implementation of an NAP.	Assisted throughout the process, including capacity building, research, awareness raising and building partnerships between the various sectors involved.
Qatar: Established a national committee to combat trafficking and put in place a shelter to protect abused migrant workers. Passed a law forbidding the use of camel jockeys (children have been replaced by robots).	Policy advice to the Government on child camel jockeys and trafficking.
Ukraine: Ratified two EU instruments on migration and trafficking and adopted an NAP. Strengthened the capacity of the Public Employment Service and of social partners to address trafficking and irregular migration.	Capacity-building workshops and round tables for constituents on migration, trafficking and ILO instruments. Translated and adapted ILO tools and manuals on human trafficking and forced labour. Advice on trafficking provided to the Public Employment Service. Pilot activities implemented on vocational training and employment creation. Seminars held to build the capacity of employers' and workers' organizations to address trafficking and migration.

Linking dialogue, freedom of association and labour law reform in Jordan

In Jordan, the ILO has been implementing a project to promote labour law reform and social dialogue. Seeking to also address the challenge of promoting freedom of association, the project engaged the Government and social partners, for the first time, in an open dialogue about the issue and succeeded in establishing a tripartite labour advisory board. Supported by other ILO-implemented projects on workers' rights, the project developed a draft labour law that is in conformity with international labour standards and that extends to migrant workers the right to join workers' organizations.

Outcome 1a.2: Targeted action against child labour

Member States undertake targeted action against child labour in line with fundamental ILO Conventions on child labour, giving priority to the urgent elimination of the worst forms of child labour and the provision of alternatives to boys and girls, as well as to their families.

Overview

76. A total of 65 member States reported progress on action on child labour, with 19 countries reporting progress for the first time and 46 countries reporting additional progress since the previous biennium. A total of 14 countries have now reported interventions in all of the five areas of intervention counted as progress.
77. The predominant areas of interventions were in data collection and mainstreaming, reflecting the fact that ILO support for interventions to address child labour often starts with these important first steps. Interventions also included support for ratification and the

setting of time-bound targets, which were increasingly part of the ILO's early interventions. The Time-bound Programme approach is expanding, with over 25 countries now engaged with various degrees of ILO support. Integrated development frameworks have facilitated the implementation of the comprehensive Time-bound Programme approach.

78. The implementation of models for the withdrawal, rehabilitation and provision of education services demonstrated the effectiveness of ILO work. An estimated 415,000 children and their families benefited directly from ILO support and ILO-supported interventions, while a further estimated 1 million children, families and community members benefited indirectly from awareness-raising activities, capacity building and policy interventions.
79. There are ongoing challenges to achieving synchronization of technical cooperation projects with national development processes. Obtaining sufficient resources to continue support and expand technical cooperation in line with demand remained an issue.
80. In order for ILO projects to be more widely applied, they must be incorporated into national, regional and international programmes and priorities. There is a need to enhance policy-level work in countries through stronger linkages to regional and global policy initiatives and to focus more strongly on key strategies, partnerships and proven models that lead to the mainstreaming of child labour into key development policies and institutional approaches.
81. The ILO produced the *Global Report 2006* and the *Global Action Plan* with targets for the establishment of national plans of action and the elimination of the worst forms of child labour. The ILO participated in global initiatives and strategic partnerships in support of national and regional action and supported the establishment of global standards for child labour statistics. The ILO was also involved in numerous statistical collection initiatives, research and knowledge management activities, such as the preparation of a range of global tool kits on policies and interventions to address specific forms of child labour.

Indicators

Indicator (i): Member States make progress in applying Conventions Nos 138 and 182 through at least two interventions associated with the time-bound programme approach, including legal change, data collection, time-bound targets, child labour monitoring systems and mainstreaming of child labour in relevant development policies

Target: Ten member States, in addition to the number reached at the end of 2004–05. Progress will be measured based on commitments made under Conventions Nos 138 and 182.

Result: Ten member States.

Result	ILO contribution
Bulgaria: <ul style="list-style-type: none"> ■ <i>Time-bound targets:</i> Adopted the National Integrated Plan for Implementation of the UN Convention on the Rights of the Child. ■ <i>Mainstreaming:</i> Adopted the National Report on the Strategies for Social Protection and Social Inclusion (2006–08), which included child labour monitoring. ■ <i>Mainstreaming:</i> The National Child Protection Programme included capacity building for child labour monitoring and services for children withdrawn from child labour. 	<p>Provided inputs during meetings of experts. Involved in the drafting process of the national report. The child labour monitoring system component of the National Child Protection Programme reflects ILO inputs.</p>
Belize: <ul style="list-style-type: none"> ■ <i>Data collection:</i> Concluded the “Commercial sexual exploitation of children and adolescents in Belize” study. ■ <i>Mainstreaming:</i> The NPA on the rights of the child included a section on child labour. 	<p>Technical expertise and funding for the study. Support to the National Child Labour Committee, which was instrumental in developing and finalizing the action plan section on child labour. Provided training on the development of a list of hazardous child labour and on reporting on the Worst Forms of Child Labour Convention, 1999 (No. 182), and Minimum Age Convention, 1973 (No. 138).</p>
Cameroon: <ul style="list-style-type: none"> ■ <i>Legal change:</i> Approved a law on child trafficking. ■ <i>Monitoring systems:</i> Ministry of Labour established a child labour monitoring and reporting mechanism. 	<p>Training of social partners, government officials and parliamentarians. Review of draft law. Organization of regional meetings on human trafficking and a workshop in Turin on all existing trafficking laws for Central and western Africa (Cameroon participated). Contributed to the organization of national meetings on the legal process.</p>
China: <ul style="list-style-type: none"> ■ <i>Mainstreaming:</i> State Council issued directives on matters of migrant workers, including measures to protect minor workers, prohibitions against the use of child labour and provisions for the education of children of migrant workers. ■ <i>Data collection:</i> Completed five provincial-level baseline surveys to implement project activities. 	<p>Organized workshops and meetings on various aspects of child labour and trafficking through the ILO’s anti-trafficking initiatives. This may have contributed to appropriate attention being paid to child labour and education. Held technical workshops with partners involved in the implementation of the surveys.</p>
Honduras: <ul style="list-style-type: none"> ■ <i>Time-bound targets:</i> Adopted the national plan against commercial sexual exploitation of children and adolescents 2006–11. ■ <i>Time-bound targets:</i> Adopted a national decent work programme with child labour component. ■ <i>Monitoring systems:</i> The system for following up on victims of commercial sexual exploitation was established in local areas. 	<p>Provided technical support for the formulation process of the national decent work programme and through the commercial sexual exploitation of children project.</p>
Kazakhstan: <ul style="list-style-type: none"> ■ <i>Data collection:</i> The multiple indicator cluster survey included a number of questions related to child labour. ■ <i>Legal change:</i> The recently adopted Labour Code listed the elimination of the worst forms of child labour as one of the key principles of national labour legislation, included the issue of under-age employment and provided a higher degree of protection to workers under 18. 	<p>Assisted with the formulation of survey questions. Provided technical assistance for the legal analysis of national legislation, including the draft Labour Code, and engaged the social partners in bringing the legislation into compliance with ILO child labour Conventions through a joint workshop and discussions. ILO-supported action plans were implemented by two NGOs.</p>

Result	ILO contribution
<ul style="list-style-type: none"> ■ <i>Mainstreaming</i>: Established the Almaty City Coordination Council on the elimination of the worst forms of child labour. ■ <i>Monitoring systems</i>: Almaty City launched a child labour monitoring system. 	
<p>Kyrgyzstan:</p> <ul style="list-style-type: none"> ■ <i>Legal change</i>: Adopted a code ("on children") that included a section on the elimination of the worst forms of child labour. ■ <i>Mainstreaming</i>: Child labour concerns were included in the National Development Strategy for 2007–10. ■ <i>Mainstreaming</i>: DWCP included actions to combat child labour. 	<p>A section concerning the elimination of the worst forms of child labour was included in the code. Assisted in formulating the strategy's child labour measure and the programme's child labour outcome and indicators.</p>
<p>Niger:</p> <ul style="list-style-type: none"> ■ <i>Data collection</i>: Completed a revised version of the exploratory survey on girl children labour in mining and quarries. ■ <i>Mainstreaming</i>: The PRS document (phase 2) included elements on child labour. 	<p>Provided support and financing for the study. Provided written contributions for the PRS document (phase 2), participated in preparatory activities and in the validation workshop on the national employment policy (NEP). Conducted lobbying for workers and during various ILO workshops. Raised awareness during contact meetings and working sessions with the Ministry of Labour.</p>
<p>South Africa:</p> <ul style="list-style-type: none"> ■ <i>Legal change</i>: Presidential assent for the first part of the Children's Act, (No. 38 of 2005), which included a new chapter on child trafficking. ■ <i>Time-bound targets</i>: Made significant progress in the implementation of the Child Labour Programme of Action. ■ <i>Mainstreaming</i>: The South African police service launched an operation to combat crimes against women and children and manage children in conflict with the law. Progress made in rolling out a child support grant. ■ <i>Data collection</i>: ILO tools were used during the March 2006 Labour Force Survey to collect child labour data. 	<p>Assisted in the formulation of child trafficking provisions for the Children's Act. Developed studies, guidelines and protocols for key departments of the police service. Provided tools for data collection. Conducted studies related to the roll-out of the child support grant.</p>
<p>Tajikistan:</p> <ul style="list-style-type: none"> ■ <i>Mainstreaming</i>: Adopted the Comprehensive Programme on Counter-Trafficking of Human Beings in the Republic of Tajikistan (2006–10). ■ <i>Mainstreaming</i>: Measures to monitor child labour were incorporated in the PRSP and concept paper on national policy for employment of the population of Tajikistan. ■ <i>Mainstreaming</i>: Integrated an output on child labour in the DWCP. ■ <i>Time-bound targets</i>: Established a unit for the social protection of children. ■ <i>Data collection</i>: Conducted a knowledge, attitude and practice survey among child labourers in three markets of Dushanbe. 	<p>Raised awareness and networked with key constituents and partners involved in the drafting of the programme. Participated in the drafting process of the National Development Strategy, where the "social block", drafted by the Ministry of Labour with ILO assistance, heavily influenced the NEP concept paper. Formulated child labour outcomes for the DWCP. Participated in PRSP drafting groups. In cooperation with UNICEF, commented on terms of reference of the unit.</p>

82. It should also be noted that:

- Nine member States not previously reported on made progress in applying the Minimum Age Convention, 1973 (No. 138) and the Worst Forms of Child Labour Convention, 1999 (No. 182), through one new intervention: Azerbaijan, Botswana, Lebanon, Malawi, Namibia, Swaziland, Thailand, Uzbekistan, Qatar.
- Forty-six countries reported on in 2004–05 have carried out further interventions in one or more of the sub-indicators: Albania, Bangladesh, Benin, Brazil, Burkina Faso, Cambodia, Chile, Colombia, Costa Rica, Côte d'Ivoire, Democratic Republic of the Congo, Dominican Republic, Ecuador, El Salvador, Ghana, Guinea, India, Indonesia, Jordan, Kenya, Lesotho, Madagascar, Mali, Mexico, Republic of Moldova, Mongolia, Morocco, Nicaragua, Nigeria, Nepal, Pakistan, Panama, Paraguay, Peru, Philippines, Romania, Senegal, Sri Lanka, United Republic of Tanzania, Togo, Trinidad and Tobago, Turkey, Uganda, Ukraine, Yemen, Zambia.

Support for direct action against child labour in Indonesia

In Indonesia, the ILO has been working with the State Planning Board to develop a pilot conditional cash transfer programme, which aims to ensure that families send their children to school. In collaboration with the Indonesian Employers' Association (APINDO), the ILO developed an innovative training programme aimed at children removed from the worst forms of child labour. Older children aged 15 to 17 who had been in the drug trade received skills training and opportunities for training placements in member companies of APINDO. The experience gained is now being used to develop other innovative programmes with employers.

Operational objective 1b: Normative action

International labour standards and the standards supervisory process influence legislation and policies of member States for achieving decent work and international development goals.

Outcome 1b.1: Improving the impact of standards

Constituents in member States have better knowledge of ILO standards and have improved capacities to support implementation of standards in accordance with national priorities, benefiting from the ILO supervisory mechanism and assistance provided by the Office.

Overview

83. Implementation of the strategy to enhance the impact of ILO standards, approved by the Governing Body in 2005, continued to guide ILO work. Using consensus-based approaches aimed at achieving universal application, new standards were adopted: the Maritime Labour Convention, 2006; the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) and Recommendation (No. 197); and the Work in Fishing Convention, 2007 (No. 188) and Recommendation (No. 199). Ratification and implementation of the Maritime Labour Convention was supported by the ILO's development of a comprehensive five-year action plan and a decision by the EU Council authorizing member States to ratify the Convention. In November 2007, the EU maritime social partners reached an agreement for the incorporation of the Maritime Labour Convention into European Community law.
84. For all ILO Conventions, a total of 186 new ratifications were registered, including 38 ratifications of fundamental Conventions.
85. The application of ratified Conventions and tripartite participation in the supervisory process, as noted by the CEACR, was better than expected. The conclusions of the Committee on the Application of Standards were used to prioritize ILO technical

assistance to member States – technical assistance was provided in eight of the 14 cases identified by the Committee. Through personalized follow-up on reporting obligations, the percentage of reports submitted on time consistently increased from 26.4 per cent in 2005 to 28.8 per cent in 2006 and 34.1 per cent in 2007.

86. A broad consensus was reached on the strategy to enhance the ILO's standards system; discussions and tripartite consultations are still needed with regard to its implementation, particularly with respect to standards policy and the strengthening of the supervisory system. Maintaining the quality of the supervisory system in the face of increasing workloads remains an ongoing challenge.
87. While international labour standards are recognized as being at the heart of the ILO mandate, there remains a need for continuous advocacy at the national level to promote the objective of decent work and the full inclusion of standards in DWCPs. A study on the economic dynamics of international labour standards should contribute in this area.³
88. The ILO's four standards databases continued to be highly used, particularly the ILOLEX and NATLEX databases. To improve access to international labour standards information, the ILO distributed new publications and CD-ROMs to depositary libraries around the world and established the NATLEX country profile portal, which gives online access to all standards-related information regarding a particular member State, including links to DWCPs. As a first step towards the implementation of a comprehensive online reporting system, the ILO is planning to make some electronic reporting facilities available for the 2008 reporting cycle.

Indicators

Indicator (i): Member States improve the application of standards as noted by the Committee of Experts

Target: 400 instances where improvement was noted.

Result: 775 instances. This included: 136 instances with satisfaction (in 78 countries) and 639 instances with interest (in 143 countries).

89. The following cases were noted with satisfaction by the CEACR as a result of changes made in national law and/or practice:
 - **Freedom of association, collective bargaining and industrial relations** (Conventions Nos 11, 87, 98): Armenia, Austria, Cyprus, Fiji (2), Guatemala, Latvia, Republic of Moldova, Netherlands, Nigeria (2), Panama, Peru, The former Yugoslav Republic of Macedonia.
 - **Forced labour** (Conventions Nos 29, 105): Belgium, Cameroon, Chad, Madagascar, Mauritania (2), United Republic of Tanzania (2).
 - **Equality of opportunity and treatment** (Conventions Nos 100, 111, 156): Burundi, Chile, Luxembourg, Namibia, Paraguay, Peru, Saudi Arabia, Slovenia, Ukraine.
 - **Elimination of child labour and protection of children and young persons** (Conventions Nos 5, 6, 59, 77, 78, 79, 138, 182): Brazil, Burkina Faso, Cameroon, China (Hong Kong Special Administrative Region), Czech Republic, Ecuador (2), Guatemala, Honduras, Indonesia, Madagascar, Mauritius (2), Mexico, Nicaragua,

³ GB.300/LILS/10.

Paraguay, Qatar, Romania, Russian Federation, Sri Lanka, Thailand, United Kingdom (Isle of Man), United States, Uruguay.

- **Tripartite consultation** (Convention No. 144): Barbados, El Salvador.
- **Labour administration and inspection** (Conventions Nos 81, 129, 150, 160): Austria, Belarus, Burkina Faso, Democratic Republic of Congo, Denmark, Ecuador, France, France (French Polynesia), France (New Caledonia), Guatemala, Ireland, Republic of Korea (3), Kuwait, Latvia, Lebanon, Madagascar (2), New Zealand (2), Panama, Peru, Portugal, Russian Federation, Singapore, Spain (2), Swaziland, Sweden (2), Switzerland, Ukraine, United Kingdom, Uruguay (4), Bolivarian Republic of Venezuela.
- **Employment policy and promotion** (Convention No. 96): Argentina.
- **Employment security** (Convention No. 168): Norway.
- **Wages** (Conventions Nos 26, 95, 99, 131): Burkina Faso, France, India, Republic of Moldova, Morocco (2).
- **Working time** (Conventions Nos 41, 79 and 90): Madagascar, Paraguay (2).
- **Occupational safety and health** (Conventions Nos 115, 119, 120, 127, 136, 148, 162, 167): Chile, Cyprus, Democratic Republic of the Congo, Egypt, Germany, Italy, Jordan, Malta (2), Paraguay, Spain, Tunisia.
- **Social security** (Conventions Nos 17, 18, 42, 102, 118, 121, 128): Angola, Mauritius, Portugal, Sao Tome and Principe, Sweden, Switzerland (2), Turkey, United Kingdom, United Kingdom (Gibraltar).
- **Maternity protection** (Convention No. 183): Cuba.
- **Seafarers** (Conventions Nos 16, 147): Malta, United Kingdom (Bermuda).
- **Dockworkers** (Conventions Nos 32, 152): Canada, United Republic of Tanzania.
- **Indigenous and tribal peoples** (Convention No. 169): Colombia.

90. Specific examples of instances of satisfaction, which followed one or more previous comments by the CEACR – prepared with the assistance of the secretariat – highlighting the problem in the country, include:

- **Barbados (No. 144)** – Establishment of a tripartite committee by the Government;
- **Belgium (No. 105)** – Repeal of sections of the Disciplinary and Penal Code for the Merchant Navy and the Commercial Fishing Fleet, which provided for penalties of imprisonment involving compulsory labour for seafarers found guilty of certain breaches of labour discipline;
- **Burundi (No. 111)** – Adoption of Act No. 1/28 of 23 August 2006 regarding the general status of public servants, and, in particular, article 6(1) which guarantees equality of opportunity and treatment for public servants without distinction, exclusion or preference;

- **Cameroon (No. 182)** – Adoption of Act No. 2005/015 of 20 December 2005 to combat the trafficking of children. The country is part of ILO/IPEC subregional project to combat the trafficking of children in West and Central Africa (LUTRENA);
- **Chad (No. 29)** – Repeal of sections of the General Tax Code which allowed the authorities to impose labour for public communities on taxpayers who had not paid the civic tax;
- **Colombia (No. 169)** – Government agreed that the Curbaradó and the Jiguamiandó peoples were covered by the Convention;
- **Cyprus (No. 162)** – Amendments made to law concerning asbestos in line with the Convention;
- **Czech Republic (No. 182)** – Amendment to Penal Code concerning penalties for trafficking etc. of children under 18 for labour or sexual exploitation;
- **Guatemala (No. 11)** – Amendment of the Labour Code to repeal the section prohibiting strikes and work stoppages by agricultural workers during the harvest; **No. 183** – amendment of the Penal Code, which prohibits the trafficking of persons including minors, for exploitation, prostitution, pornography or any other form of sexual exploitation;
- **Republic of Korea (No. 81)** – Increase the number of female labour inspectors to better address certain issues relating to the conditions of work of women;
- **Malta (No. 127 and No. 136)** – Adoption of the General Provisions for Health and Safety at Work Places Regulations (LN 36 of 2003) and the Protection against Risks of Back Injury at Work Places Regulations (LN 35 of 2003);
- **Mauritania (No. 29)** – Repeal of legislation that contradicted the Convention;
- **Nigeria (No. 87)** – Repeal of section 33 of the Trade Union Act, which did not meet requirements of the Convention;
- **Norway (No. 168)** – Repeal of legislative provisions granting the possibility of compelling unemployed persons to accept jobs offering less income than the unemployment benefit;
- **Paraguay (No. 111)** – Repeal of legislation giving rise to discriminatory practices on the basis of political opinion; **No. 115** – adoption of new legislation implementing the Convention;
- **Qatar (No. 182)** – Adoption of Law No. 22 of 2005 on the prohibition of importing, employing, training and the participation of children in camel racing;
- **Saudi Arabia (No. 111)** – Repeal of section 160 of the 1969 Labour and Workers' Law, regarding co-mingling of men and women in the workplace;
- **Spain (No. 115)** – Adoption of a decree bringing legislation in line with the Convention and providing for radiation exposure limits;
- **Sri Lanka (No. 182)** – Amendment of the Penal Code to prohibit the sale and trafficking of children under 18 for labour and sexual exploitation, as well as the forced or compulsory recruitment of children under 18 years for use in armed conflict; and

- **Switzerland (No. 102)** – National legislation, in particular section 38(2) of the Federal Accident Insurance Act (LAA), brought into formal conformity with provisions of the Convention which authorize the suspension of benefit only where the contingency has been caused by wilful misconduct.

Indicator (ii): Member States improve the application of standards as noted by the Committee on Freedom of Association

Target: 50 instances where improvement is noted.

Result: 60 instances (in 37 countries):

- Sixteen instances in March 2006: Argentina (2 cases), Bahrain, Chile, Colombia, El Salvador, Japan (2 cases), Republic of Korea, Nicaragua, Paraguay, Poland, Russian Federation (2 cases), Turkey, Uganda.
- Ten instances in June 2006: Cambodia, Canada (Ontario), Chile, Guatemala, India, Mexico, Morocco, Peru, Philippines, Ukraine.
- Eight instances in November 2006: Bahrain, Cameroon, El Salvador, Niger, Peru, United Kingdom, Uruguay (2 cases).
- Twelve instances in March 2007: Argentina, El Salvador, Estonia, France, Republic of Moldova, Montenegro, Pakistan, Peru, Poland, Sri Lanka, Togo, Ukraine.
- Six instances in June 2007: Greece, Guatemala, Lithuania, Mexico, Panama, Philippines.
- Eight instances in November 2007: Argentina, Guatemala (2 cases), Morocco, Nicaragua, Panama, Ukraine, Bolivarian Republic of Venezuela.

91. Examples of action taken following recommendations of the Committee on Freedom of Association and/or ILO technical assistance:

- **Cameroon** – The Committee noted that, following its recommendations, the Government had begun an inquiry into accusations of favouritism in an electrical company that had prejudiced a trade union.
- **Estonia** – Trade union withdrew a complaint relating to the proposed employer representatives bill as, following assistance provided by the ILO, the final text of the law no longer contained disputed provisions.
- **Guatemala** – Police protection was provided to a union leader who received death threats as a result of his work.
- **Pakistan** – The authorities re-registered a workers' organization and allowed it to function normally.
- **Panama** – Reintegrated union members who were arbitrarily dismissed.
- **Poland** – Court ordered the reinstatement and remuneration of a trade union leader.
- **Philippines** – Elaborated a draft law that will guarantee rapid certification elections.
- **El Salvador** – Ratified Conventions Nos 87, 98, 135 and 151 following technical assistance from the Office.

Indicator (iii): Member States ratify or make progress in implementation of the key provisions of the main gender equality Conventions

Target: 15 additional ratifications of Conventions Nos 100, 111, 156 and 183 during the biennium; seven countries to have ratified all four; and constituents in 15 member States introduce positive changes to policies, legislation, programmes and institutions aimed at improving gender equality.

Result: Nine ratifications; a total of five countries have ratified all four Conventions (includes three countries from previous biennia); nine member States introduced positive changes aimed at improving gender equality.

92. Nine ratifications: Montenegro, Vanuatu (Convention No. 100); China, Montenegro, Vanuatu (Convention No. 111); Albania, Bulgaria, Montenegro (Convention No. 156); Republic of Moldova (Convention No. 183).
93. Two countries ratified all four Conventions (new this biennium): Albania, Bulgaria. A total of five countries have ratified all four Conventions thus far.
94. Nine member States introduced positive changes to policies, legislation, programmes and institutions aimed at improving gender equality: Bosnia and Herzegovina, Bulgaria, Burundi, China, Lao People's Democratic Republic, Mauritius, Paraguay, Russian Federation, Saudi Arabia.
95. Specific examples for this indicator include:

Result	ILO contribution
Bosnia and Herzegovina: Tripartite working group developed a strategy to better enforce gender equality legislation.	Trained members of the tripartite working group on international labour standards and gender equality. Organized tripartite seminar for government officials and social partners in charge of preparing ILO reports. Provided comments on the proposed tripartite strategy.
Bulgaria: Agreed to tripartite action on work and family issues. Government committed to placing the application of Workers with Family Responsibilities Convention, 1981 (No. 156) on the agenda of the Economic and Labour Council.	Technical advice at a tripartite seminar on implementing Convention No. 156 through social partnership.
China: The Employment Promotion Law improves implementation of equality standards. The capacity of labour inspectors to monitor and address violations of equality standards has increased.	Provided input on the draft employment legislation and financial support for training activities for labour inspectors to promote the equality Conventions.
Lao People's Democratic Republic: Completed a study on law and practice with a view to ratifying the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111).	Financial assistance for the study and translation of Conventions.
Mauritius: Published a comprehensive study on discriminatory practices in the workplace as the basis for further action.	Technical inputs for terms of reference for a national situation analysis on discriminatory practices in the labour market and extensive comments on the draft study.
Paraguay: Ratification of Workers with Family Responsibilities Convention, 1981 (No. 156), is in the final stage of the parliamentary process.	Support to the Tripartite Commission on Equal Opportunity for the ratification process.
Russian Federation: Constitutional Court declared that existing provisions of the national legislation related to maternity protection were unconstitutional and requested that the Government modify them in accordance with relevant ILO standards.	An informal opinion was provided to the Constitutional Court on the application of the Maternity Protection Convention (Revised), 1952 (No. 103) and the Maternity Protection Convention, 2000 (No. 183), as well as provisions related to the Social Security (Minimum Standards) Convention, 1952 (No. 102).

Result	ILO contribution
Saudi Arabia: Passed a new law repealing the legislative provision prohibiting co-mingling of men and women in the workplace. Developed terms of reference to pursue and adopt a national policy on equality in employment and occupation covering all workers, and to establish a multi-stakeholder task force.	Provided technical assistance to address matters related to discriminatory law and practice. Assisting with the development of national policy on equality and employment and occupation and with the establishment of the task force.

Indicator (iv): Employers' and workers' organizations make observations on the application of standards

Target: 330 observations received.

Result: 1,038 observations received.

96. The participation of representatives from employers' and workers' organizations in the training programme on international labour standards, jointly organized with the International Training Centre of the ILO (ITC-ILO), was increased. Concerning the submission of observations by employers' and workers' organizations on the application of ratified Conventions, steps were undertaken to streamline the handling and examination of these observations in order to enhance their impact on the supervision of ratified Conventions.

Indicator (v): The Office processes supervisory reports which are received on time

Target: 90 per cent of on-time reports are processed for the relevant Committee.

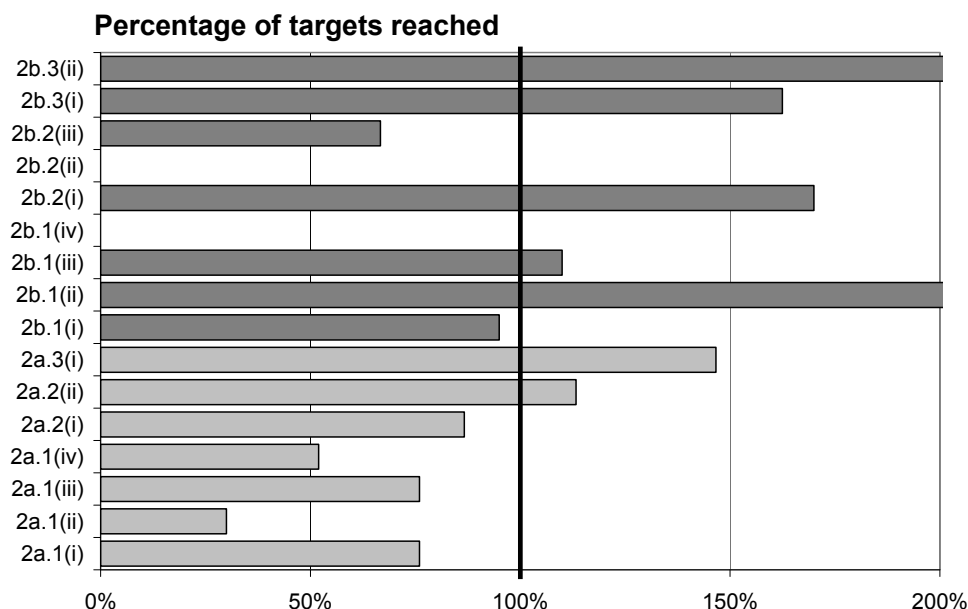
Result: 2006: 72.7 per cent (plus 86 per cent of deferred files); 2007: 76.7 per cent (plus 90 per cent of deferred files). Average of 74.8 per cent.

- 2006: 542 of 745 reports received on time were processed, as well as an additional 568 deferred files (among 660).
- 2007: 648 of 845 reports received on time were processed, as well as an additional 642 deferred files (among 712).

Dialogue contributes to acceptance of Conventions in Montenegro

In May 2007, the ILO organized a high-level round table in Podgorica to discuss the acceptance by Montenegro of the obligations formerly entered into by the Republic of Serbia and Montenegro, with respect to ratified ILO Conventions. Following this, the Government confirmed the acceptance of the 68 international labour Conventions previously applicable to its territory. Technical assistance is foreseen in 2008 to help Montenegro fulfil its reporting obligations.

Strategic Objective No. 2: Create greater opportunities for women and men to secure decent employment and income



97. The biennium saw important recognition of the central role of employment in poverty reduction and attaining the MDGs. With DWCPs as the main vehicle for ILO policy advice and capacity building, work under this strategic objective focused on turning the vision of decent work into reality through the GEA. Putting into practice the GEA implementation strategy, the ILO worked to support numerous member States in developing national employment strategies and policies.
98. Varying according to each country's requirements, policy advice addressed economic policies for employment expansion, the promotion of employability and skills, youth employment, recovery from crisis, labour market analysis, support of small and medium enterprise creation and expansion, and the use of employment-intensive approaches for investments. While tripartite consultation processes were central to this work, there was also increased collaboration with ministries of finance and planning to ensure better policy coordination and coherence.
99. The centrality of employment in economic and social policy issues was further reinforced through the development of several knowledge products, and by a more focused research agenda. These contributed to a greater recognition of the importance of productive employment and decent work in countries and globally and increased the demand for practical guidelines.
100. Work during the past biennium had four major priorities: putting employment at the centre of economic and social policies; the informal economy; youth employment; and meeting the special needs of Africa. Within these areas, enterprise promotion was a central focus. An increasing number of countries, including those emerging from crisis, are adopting approaches to stimulate employment-intensive investments. The use of ILO methodologies, such as LED, has helped integrate employment-intensive approaches, business development, and skills training.

- 101.** Gender issues have been mainstreamed in the ILO's employment policies and in the application of programmes, a recently adopted sector-wide gender mainstreaming strategy will further facilitate consistent reporting on achievements in this area in the future.

Operational objective 2a: Employment, labour markets, skills and employability

ILO constituents adopt and implement employment, labour market and skills policies and programmes that promote decent employment for women and men.

Outcome 2a.1: Employment as central to economic and social policies

ILO constituents have enhanced capacity to make employment central to economic and social policies for a fair and inclusive globalization and for poverty alleviation.

Overview

- 102.** Greater recognition of the critical role of productive employment and decent work in development strategies and in economic and social policies was reflected at the international level (such as the MDG-related agenda, the ECOSOC Declaration and PRSP processes), at regional levels (in AU Commission meetings, EU communications, Asian Development Bank policy reports and in regional and subregional meetings) and at the national level in the formulation of national development plans and/or other policy frameworks. There was synergy and multiplier effect between advocacy and agenda setting at the international and regional levels, and in country policy initiatives.
- 103.** The operationalization of the GEA provided new modalities of DWCP support. The growing demand for ILO assistance in this context was demonstrated by formulation of national employment policies (NEPs) in a large number of countries. However, making employment central to economic and social policies requires a much broader process. Changes in the aid architecture, the new "One UN Strategy", the ILO/UNDP partnership, and the MDG Fund have opened up opportunities, but also require continuous adjustment to new modalities of work. This challenges the ILO's ability to respond efficiently across regions; more capacity is required to address this. Results were more visible when there was a sustained commitment and coherent policy orientation at the country level, beyond and throughout electoral and political processes. Similarly, results are best assessed, including the outcome of ILO support, over a two biennia period. This experience needs to be synthesized in a "guidelines" format to provide a systematic frame of reference for countries at different levels of development.
- 104.** The biennium saw a significant increase in demand for: (1) ILO assistance in the establishment of labour market information systems and, in particular, the elaboration of decent work indicators, and (2) global and regional flagship products on labour market data and analysis. As resources were insufficient to meet demand, the ILO could benefit from the creation or strengthening of networks of external expertise that could be harnessed in pursuit of ILO objectives. One notable challenge is the need to conduct more thorough evaluations of the actual impacts attained. Finally, the continued development of more refined labour market indicators, such as "vulnerability", is worth pursuing at the global level.

Indicators

Indicator (i): Countries improve labour market information and analysis and formulating, implementing and evaluating employment and labour market policies, with special attention to employment and income security and equal access to decent and productive employment for all women and men

Target: 50 countries.

Result: 38 countries and two subregions (some countries recorded results in more than one area).

- 105.** Seventeen countries formulated national employment strategies and policies (NES/NEPs) that made employment a central focus in economic and social policies (including multi-component analysis and integration with PRS frameworks): Albania, Bosnia and Herzegovina, Burkina Faso, Costa Rica, Gambia, Honduras, India, Jordan, Kazakhstan, Liberia, The former Yugoslav Republic of Macedonia, Madagascar, Montenegro, Niger, Nicaragua, Serbia, United Republic of Tanzania, Yemen.
- 106.** Thirteen countries undertook activities in specific employment-related issues as underlined in the GEA: Azerbaijan, China, Egypt, India, Jordan, Lesotho, Morocco, Oman, Mongolia, Nepal, Syrian Arab Republic, Viet Nam, Zambia.
- 107.** Sixteen countries and two subregions achieved results related to labour market information and analysis: Argentina, Azerbaijan, Bahamas, Guyana, China, Lebanon, Liberia, Mauritius, Nepal, South Africa, southern Africa, Viet Nam, Yemen, Arab States subregion, East Asia (Lao People's Democratic Republic, Cambodia, Thailand, Mongolia).
- 108.** Examples of results achieved under the following areas include:

National employment strategies and policies

Result	ILO contribution
Albania, Bosnia and Herzegovina, The former Yugoslav Republic of Macedonia, Montenegro, Serbia: Through the Bucharest process and country employment policy reviews, developed and reviewed national employment policies with the participation of social partners. Peer reviewed and adapted policies according to the recommendations of the national tripartite workshop, with a special focus on labour market institutions and gender equality.	In collaboration with the Council of Europe and in consultation with the social partners, supported the preparation of country employment policy reviews and organized national workshops in each country
Costa Rica, Honduras, Nicaragua: Incorporated decent work principles into the development of national employment policies/plans.	Technical support for the development of the national employment policies/plans. Supported the UNDAF process to include decent work principles.
Gambia: Made employment a key outcome of the PRSP, mid-term expenditure framework and UNDAF. Prepared an NAP on employment and a strategy for employment promotion and small enterprise development.	Developed the NAP for creating decent and productive employment. Technical support to mainstream employment in the PRSP and UNDAF.
India: The 11th Five-Year National Development Plan emphasizes broad-based and inclusive growth with a focus on employment.	Provided inputs on selected issues in the preparation of the Plan. Technical collaboration with policy-makers on policies for employment-friendly growth, with a focus on the informal sector.
Jordan: Draft NEP was developed. Built tripartite consensus and strategic alliances towards employment policy-making.	Supported, through continued policy advice and technical assistance, the development of the NEP and the organization of the first national tripartite employment policy consensus building workshop.

Result	ILO contribution
United Republic of Tanzania: Gender mainstreamed and decent work principles included in NEP.	Implementing an initiative to mainstream gender and decent work concerns through targeted capacity building, awareness raising and development of guidelines for stakeholders.
Yemen: A national employment agenda (NEA) and an NAP was prepared after wide discussion and the participation of various ministries, social partners and donor parties.	Supported the preparation of the NEA and NAP. Organized a national tripartite technical capacity-building workshop. Provided technical advisory services to ensure the integration of the NAP into the National Development Plan.

Specific employment-related issues (as specified in the GEA)

Result	ILO contribution
China: Adopted the Employment Promotion Law, which identifies employment creation as an explicit objective of economic growth and sets out a comprehensive framework for active employment policies.	Extensive technical and advisory comments on the Law. Conducted expert meetings and provided methodologies for the evaluation of active employment policies.
Lesotho: Adopted a comprehensive NEP. A survey-based sectoral report was prepared to address post-Multi-Fibre Arrangement (MFA) implications on employment and the labour market, specifically from a gender-sensitive perspective.	Provided inputs and guidance for the NEP and technical assistance for the survey-based sectoral reports on the post-MFA effects on employment in the textile sector.
Oman: Ministry of Labour established a national network for national and expatriate jobseekers.	Technical advisory services and policy support on employment and labour market institutions systems and policies.
Zambia: Incorporated employment and labour market issues into the Fifth National Development Plan. Established an Employment and Labour Sector Advisory Group.	Advocated for the prioritization of employment in the Zambian Development Plan, donor buy-in and full participation in the implementation of employment policy through the UNDAF.
China, Egypt, Jordan, Mongolia, Nepal, Syrian Arab Republic, Viet Nam: Included school-to-work transition (STWT) in policy reports to support youth employment policies and national action (in some cases).	Intensive guidance and technical support to conduct STWT surveys. Drafted reports and organized validation workshops.

Labour market information and analysis

Result	ILO contribution
Arab States subregion: Capacities strengthened in member States to collect and analyse labour market information.	Organized a subregional training workshop on labour market indicators (LMI) and analysis. Published and disseminated the regional report on labour market and social developments in Arabic and English. Developed a project proposal for the creation of a regional LMI observatory.
Argentina: Ministry of Labour developed an integrated system of decent work indicators.	Ongoing assistance for the design and implementation of the system. Trained ministry of labour staff to update the system.
China: Government expanded data collection and developed nine new indicators to collect information on rural employment and migrant workers.	Advice provided on the inclusion of the new decent work indicators.
Liberia: A Liberian Institute for Statistics was established, as well as a technical subcommittee to coordinate the collection and quality of data.	Technical training on LMI systems and financing of consultants to put the LMI systems in place.

Indicator (ii): ILO employment knowledge products anchor the ILO as a global knowledge centre on topics pertaining to decent and productive work. Measurement is based on the number of flagship knowledge products

Target: 20 products.

Result: Six flagship knowledge products:

- *Global Employment Trends* (January 2006 and January 2007)
- *Global Employment Trends for Youth* (October 2006)
- *Global Employment Trends for Women* (March 2007)
- *African Employment Trends* (April 2007)
- *Labour and Social Trends in ASEAN* (2007)
- *Key Indicators of the Labour Market*, fifth edition (September 2007).

109. These publications routinely receive worldwide attention in the media. *Global Employment Trends 2007* received 120 media reports worldwide within two days of release – double the figure for 2006. *Key Indicators of the Labour Market* received 250 media reports worldwide within the first week of release – the highest figure yet recorded for this product.

110. *Global Employment Trends* form the basis of the Director-General's address at the Davos World Economic Forum and the Director-General's notes to the Spring and Autumn meetings of the international financial institutions.

111. The International Monetary Fund (IMF) routinely relies on ILO employment data for its *World Economic Outlook*.

Indicator (iii): Countries use tripartite social dialogue as a means of devising, implementing and evaluating strategies and policies based on the Global Employment and Decent Work Agendas

Target: 25 countries.

Result: 18 countries.

Result	ILO contribution
Albania, Bosnia and Herzegovina, Burkina Faso, Costa Rica, Gambia, Honduras, Jordan, Kazakhstan, Liberia, The former Yugoslav Republic of Macedonia, Madagascar, Montenegro, Niger, Nicaragua, Serbia, United Republic of Tanzania, Yemen: Used tripartite consultations and social dialogue in the design and formulation of their national employment policies and/or NAPs.	Support in facilitating tripartite consultation, engaging/strengthening participation of employers and workers in the national policy formation process and organizing of national workshops on NEPs for tripartite consensus on policy recommendations. Social dialogue was incorporated as a cross-cutting component in all of these activities.
Cambodia: Tripartite consultations and social dialogue were used to develop policy priorities on coherent training and employment.	Support for tripartite consultations, drawing on the GEA and the Decent Work Agenda.

Indicator (iv): Major international initiatives (e.g. plans to implement the United Nations Millennium Declaration, United Nations MDGs, and PRS) and national governments include decent work, GEA and working out of poverty approaches in social and economic development strategies

Target: 25 national and international initiatives.

Result: At least ten countries and three international initiatives.

(The countries listed below the three international initiatives indicate how the ILO advanced the international initiatives at the country level.)

Result	ILO contribution
Ministerial Declaration of the High-level Segment on "Creating an environment at the national and international levels conducive to generating full employment and decent work for all, and its impact on sustainable development" (ECOSOC, 2006).	Provided inputs and guidance to the preparation of the High-level Segment meeting. Helped formulate the Ministerial Declaration.
Ministerial Statement, 39th Session of the Commission/Conference of the African Ministers of Finance, Planning and Economic Development on "Meeting the challenge of employment and poverty in Africa" (Ouagadougou, 2006).	Specific inputs provided for the preparation of the Economic Commission of Africa's background report to the meeting and for the formulation of the Inter-Ministerial Declaration.
ILO-EU joint communiqué on advancing employment and decent work at the country level.	A joint EU/ILO letter was negotiated and sent to some 60 EU country delegations. It introduced the ILO approach and forwarded ILO tools for integrating employment and decent work goals in the PRS process. This communication encouraged country delegations to support the integration of decent work goals in respective country PRS processes.
At the regional level, inputs were made to the ECOWAS/WAEMU (West Africa) PRSP, and at the more global level in terms of recognized importance of inclusion of the employment and decent work agenda in the national PRSs.	The ILO advocated for the inclusion of employment and decent work concerns in the West Africa PRSP.
Burkina Faso, Burundi, Cameroon, Ethiopia, Ghana, Liberia, Madagascar, Mali, United Republic of Tanzania, Zambia: Incorporated or are incorporating employment and decent work in the PRS process.	Increased the capacity of tripartite partners to play their role in national PRSP processes. Facilitated the integration of employment and decent work issues into PRSs, especially youth employment policies and action plans (including costing). In several countries, made a specific effort to mainstream gender concerns in the implementation of employment measures for poverty reduction.
Burkina Faso: Is developing a gender-sensitive employment action plan in their PRSP process.	Helped place employment at the centre of economic and social policies. Helped facilitate the formation of the NEP and action plan based on the GEA, with a focus on gender equality and youth employment.
Burundi: Is developing a gender-sensitive employment action plan in the PRSP.	Support in the strengthening of social dialogue, employment creation for ex-combatants, and a focus on microfinance and social protection in the PRSP.
Cameroon: Is developing an employment plan in their PRSP II.	Supported the intersectoral action plan on employment creation and poverty reduction, with a priority on maximizing employment creation in infrastructure development. Labour market information, SMEs, and gender equality were incorporated with ILO assistance.
Ethiopia: Developed a pro-poor growth strategy and a national employment strategy.	Supported the development of employment-intensive and pro-growth policies targeting youth and women.
Ghana: Tripartite capacity building on monitoring and evaluation.	Assistance to support effective coordination of the Youth Employment Programme (YEP).

Result	ILO contribution
Liberia: Is developing an NEP and facilitating its inclusion in the PRS process.	Provided support to the integrated employment approach and policy sequencing based on the GEA. Incorporated public sector employment-intensive infrastructure, SMEs, gender equality, wage conditions, trafficking and child labour.
Madagascar: Included an employment action plan in their PRSP II.	Formulated the national employment plan based on the GEA. Strengthened employment governance and labour legislation for decent work. Focused on local development, strengthening employability, microfinance and improving productivity.
Mali: Included youth employment and decent work in their PRSP II.	Assisted in a multidimensional programme for the promotion of decent work for youth and developing policies on institutional development, SMEs, mutual health insurance, employment-intensive methods, skills development and employability.
United Republic of Tanzania: Implementation of an employment and gender component of the PRSP.	Supported the employment dimension of the PRS process by mainstreaming gender equality in employment policies and programmes. Enhanced (in partnership with the United Nations Development Fund for Women (UNIFEM)) the technical capacities and skills of social partners at the district level to implement PRS-related national policies and programmes.
Zambia: Produced a national employment and labour market policy in their PRSP II.	Assisted with the implementation of the policy under the leadership of the Ministry of Labour and with the support of social partners.

Burkina Faso: Strategic dialogue for an employment-based PRSP

The ILO worked closely with the Ministry of Youth and Employment (MYE) and the social partners to formulate an NEP in line with the PRS process in terms of content, process and schedule. Major achievements included:

- the collaboration between the MYE and the leading structures of the PRS process (ministries of economy and finance) was secured and formalized;
- successful coordination of calendars so that the NEP was ready on time to be integrated in the PRSP; and
- policy coherence between the NEP and the PRSP.

An interesting outcome of this process has been the sharing of experience between Mali and Burkina Faso, facilitated by the ILO, to devise strategies for a better integration of employment in PRS processes. The continuous presence of the ILO was crucial in securing and formalizing strategic alliances, building constructive dialogue and ensuring the inclusion of the NEP in the PRSP.

Outcome 2a.2: Skills and employability policies and programmes for decent work

ILO constituents have strengthened capacity to develop and implement effective skills and employability policies and programmes for productivity, social inclusion and decent work.

Overview

- 112.** Overall targets with respect to enabling constituents to make needed changes in skills development legislation, policy and programme implementation were met. The numbers would be augmented, however, if each country were counted (under indicator (i)) that acted on support provided through regional and subregional activities. Progress in improving skills development was achieved in several additional countries through interdisciplinary support programmes that are not reported here, most notably in incorporating skills development as part of local economic and employment initiatives

(such as in Argentina, Madagascar, and Nepal), as part of youth employment promotion initiatives (in many countries) and as part of the upgrading of workplace practices in enterprise development work that includes workplace learning.

113. The worldwide commitment to meeting the MDGs and the increasing recognition that decent work is a critical target for reducing poverty has increased financial, political and technical resources devoted to improving education and literacy. However, this commitment is bringing with it acute awareness of the link between basic education, vocational training and employability as the means to ensuring successful entrance to the world of work. The foremost challenges are to expand the outreach of proven tools and to develop new ones to boost skills development in the rural and informal economy, to incorporate core skills within technical training, to integrate skills development in local economic policies and national employment strategies, and to make lifelong access to new training more readily available to workers at all ages. In 2008–09 specific skills targets will be set for countries in Africa.

114. Key research, training and advocacy materials produced in 2006–07 included:

- *Career guidance: A resource handbook for low- and middle-income countries;*
- *An introductory guide to national qualifications frameworks: Conceptual and practical issues for policy-makers;*
- *Guide to private employment agencies: Regulation, monitoring and enforcement;*
- *Vocational education and training institutions: A management handbook and CD-ROM;*
- *Financiamiento de la formación profesional en América Latina y el Caribe (ILO/Cinterfor);*
- *Formación y productividad, Guía SIMAPRO: participar-aprender-innovar-mejorar (ILO/Cinterfor);* and
- *Achieving employment opportunities for people with disabilities through legislation* (2004) published in Khmer, Kiswahili, Chinese, Mongolian, Polish, Spanish, Thai and Vietnamese throughout the biennium.

Indicators

Indicator (i): ILO constituents use international labour standards, in particular Recommendation No. 195 (human resource development) and Convention No. 142 (human resource development) as a guide for the development of human resources policies and programmes

Target: 15 instances, including ratifications of Conventions Nos 88 (employment services), 142 and 159 (vocational rehabilitation).

Result: 13 instances.

Result	ILO contribution
Afghanistan: Jobseekers were registered at 11 employment services centres (ESCs) as part of a reintegration project for ex-combatants, and received vocational counselling and referrals to vocational training opportunities and employment vacancies.	Carried out long-term capacity building through classroom and on-the-job training for staff from the Ministry of Labour and Social Affairs. Support provided to build the necessary infrastructure for the established employment services, through the procurement of equipment and the development of an information technology (IT) system. Guidance and advice given on restructuring the Ministry within the overall public restructuring and reform programme. Initiated consultation process among the various stakeholders, the Ministry, and employers' and workers' organizations.
Cambodia: National Training Board of Cambodia (a tripartite body) adopted the national technical and vocational education and training development plan (National TVET Development Plan 1996–2020), which conforms closely to ILO Recommendation No. 195 on human resources development.	Long-term collaboration (reconstruction under the United Nations Transitional Authority in Cambodia skills development programme from 1993 to 1998). ILO facilitated a tripartite review and workshop and is providing support to implement specific elements of the TVET system.
China: Chinese Association for Employment Promotion developed a voluntary rating and monitoring system for private employment agencies.	Discussed topic with a Chinese delegation. Published a guide providing examples of national legislation and specific provisions from both developed and developing countries.
Ethiopia: Put in place a computerized national employment service system. Developed occupational brochures to be used for career guidance.	Technical and financial support to develop and implement the system and develop the brochures. Conducted a study and a workshop. Assisted the Government to evaluate the need to reform legislation.
Indonesia: Provided employment assistance to some 12,000 persons dislocated by the tsunami, including referrals, business training, skills training or upgrading, and internships for short-term and self-employment.	Managed the implementation of a project providing financial and technical support to provincial labour offices to provide emergency employment services in Banda Aceh.
Republic of Moldova: National employment strategy and related action plan adopted, including recommendations for advancing the National Employment Service (NEA) reform. Audit of the NEA conducted and plan for improving service developed.	Technical assistance provided to the tripartite working group on the design and implementation of the employment policy. Submitted technical memorandum on NEA reform.
Mongolia: Is revising employment policies using ILO advice and good practices on technical and vocational education and training policy and on employment of disabled persons. Government review of provisions for legislation on vocational training is under way.	Reviewed draft Vocational Education and Training Law. Provided technical advice and contributed to national and provincial workshops. Comments provided on draft national plan.
Pakistan: Created the National Vocational and Technical Education Commission and tasked it with developing a new skills policy.	Provided direct advisory services in the development of the new national skills strategy ("Skilling Pakistan") and facilitated coordination among government agencies and the social partners for its implementation. ILO Recommendation No. 195 on human resources development was used as the framework for this advice.
Sri Lanka: Established a referral system for jobs, training, information, advice and career guidance. Created a network of 17 JobsNet offices and an Internet job bank. Established a private limited company to continue the work of JobsNet after the initial project's end.	Implemented project to establish national employment sourcing and delivery system through public–private partnership with the Ministry of Labour Relations and the Foreign Employment and the Ceylon Chamber of Commerce.
Thailand: Approved the Quality of Life for People with Disabilities Act 2007 and a draft law on the promotion and development of quality of life of people with disabilities. Official ratification of the Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159), is in progress.	Thailand participated in the ILO regional expert group meeting on inclusive vocational training and the interregional project on promoting employment of people with disabilities. ILO provided assistance to review the existing disability legislation and knowledge sharing on Convention No. 159.

Result	ILO contribution
United Republic of Tanzania: Zanzibar adopted new legislation on disabled persons – the Persons with Disabilities (Rights and Privileges) Act 2006. Tanzania Mainland drafted a national comprehensive Bill on persons with disabilities to replace existing disability legislation.	Support for the development of the Act and two consultative workshops in the process of drafting and finalizing the law. Provided similar support for the national Bill, including consultative meetings with key stakeholders to move the Bill forward.
Inter-American region: Training institutions in six countries took action to reform and modernize their programmes, drawing on the guidelines of Recommendation No. 195. Constituents established an observatory on best practices for promoting youth employment.	Developed a programme on e-learning to improve training quality and equality of access. Held technical seminars and developed publications on the application of Recommendation No. 195. Developed models to link training to employment opportunities for young people.
East Africa subregion: Ethiopia, United Republic of Tanzania, Uganda and Zambia participated in pilot testing a disability inclusion strategy to mainstream women entrepreneurs with disabilities in the activities of the WEDGE programme.	Implemented interregional project to support inclusion of persons with disabilities, particularly women, in training and entrepreneurship programmes. Currently preparing guidelines to help UN agencies at the country level incorporate disability issues.

115. It should also be noted that:

- **Arab States:** Is implementing two projects in Jordan and Oman to enhance the vocational rehabilitation and employment services for people with disabilities, to facilitate their access to the labour market.
- **India:** Is pursuing the recommendations of an ILO study on restructuring the national employment services.

Indicator (ii): Member States develop more effective, gender-sensitive skills and employability policies, programmes and strategies at the national, local and regional levels. Will monitor the number of member States that adopt improved human resources development policies and programmes through departmental advisory services and technical cooperation programmes

Target: 15 new policies or programmes.

Result: 17 policies or programmes.

Result	ILO contribution
Burkina Faso: Established a national observatory on employment and professional training and finalized an NEP.	Assistance to support the observatory and formulation of the employment policy.
Central America: Improvement of vocational training institutions:	Delivered technical assistance and held seminars and meetings to transfer the competencies-based approach to vocational training institutions. Drafted studies to redefine the vocational training policies in El Salvador, Panama and Honduras.
■ Costa Rica gained the ability to use a labour competencies approach in training delivery.	
■ El Salvador drafted new training policies to foster productivity, competitiveness, decent work and equality.	
■ Honduras is improving its capabilities to extend the coverage of its services around the country. A network of vocational training institutes in the subregion has been created.	
■ Panama improved its working methods.	

Result	ILO contribution
China: Employment regulation for disabled persons approved and NPA adopted.	National workshop on international experience in training high-skilled workers. Advocacy, translation of ILO guidelines into Chinese, and distribution of the <i>Anthology of excellent enterprise cases on promoting employment for people with disabilities</i> .
Iraq: Modular training programmes designed for 1,500 unemployed persons.	Financial support and capacity building of the technical vocational education and training system. Trained a core group of national programme developers.
Kyrgyzstan: National employment concept (NEC) and national employment programme have been developed and approved by the Prime Minister. Employment issues are now better reflected in PRSP. Vocational education training (VET) system reformed and put under an autonomous national agency.	Technical support to develop the NEC and NEP, including participation in the working group on VET system reform. Trained several groups of trainers, employment service officials, and social partners to use modular skills training and entrepreneurial training tools.
Republic of Moldova: National employment strategy and related action plan adopted, including recommendations for advancing reform of the public employment service (PES). Audit of the national employment service conducted and plan for improving service developed.	Technical support in the design of the strategy and action plan on employment. Technical assistance provided to the tripartite working group for implementation of the employment policy. Assessed employment policy and submitted technical memorandum on PES reform.
Niger: Adopted a national policy and an NAP on professional training.	Technical support and capacity building to partners for the implementation of the national policy.
Pakistan: Some 55 government training institutions mainstreamed the ILO's TREE methodology (Training for rural economic empowerment) in their ongoing curriculum and outreach. The methodology was also adapted and used as part of broad national and international response to the 2005 earthquake in northern Pakistan.	Conducted capacity assessments of 80 training institutions, developed curricula documents and training manuals in 53 trades, trained 3,160 men and women in vocational skills, helped form and train 13 business associations in organization management and procedures.
Philippines: Basic competencies (core work skills) validated and promulgated by the Technical Education and Skills Development Authority and integrated in existing training programmes.	Case study on core work skills completed with ILO financial and technical support. ILO introduced and strengthened capacities of local partners in the Autonomous Region of Muslim Mindanao through the TREE methodology.
Samoa: Samoan Qualifications Authority was established and its institutional capacity strengthened through training of staff.	Consultancy services provided to set up the Authority. Trained staff in areas of institutional management, labour market information systems, curriculum development and establishing qualifications standards.
Sri Lanka: Over 1,000 people in 48 tsunami-affected villages in eastern Sri Lanka were trained using the TREE methodology and rebuilt livelihoods. TREE was also used by partner agencies and other stakeholders.	Implemented the TREE project, working with local government units and various partners in the affected districts and communities. Adapted TREE concept and methodology to the Sri Lankan context.
Timor-Leste: Ministry of Labour and Community Reinsertion, Department of Employment and Skills Development managed four district employment services in 13 districts, servicing 30 per cent of the unemployed, 38 per cent of whom are youth. Clients who graduate from vocational training gained access to business training and microfinance services.	Developed an employment services referral system. Trained national staff on the referral and labour market information systems, and on gender awareness.
West Africa: Ten French-speaking countries established a network to support professional training (<i>Réseau Africain des Fonds d'appui à la Formation Professionnelle</i>).	Technical and financial support for a meeting to establish the network and develop the methodology to measure its impact.

116. It should also be noted that the following related work could not be captured within the indicator:

- **Burundi:** Completed a feasibility study to develop national training strategies and a related action plan.

- **Cuba:** The Labour Ministry, National Institute for Labour Research, workers' organizations and state enterprises of the sugar industry are actively participating in a learning and practice network on productivity measurement and human resource development, based on labour competencies and the system for the measurement and improvement of productivity (SIMAPRO) methodology.
- **Asia and Pacific region:** The regional skills network partner organizations shared their knowledge and experience through a series of workshops.
- **India:** With a strengthened emphasis on skills development, social partners are closely collaborating with the Ministry of Labour and Employment.
- **Mauritius:** Mauritius Employers' Federation conducted a national workshop on improving workplace learning.
- **Mexico:** Private enterprises and employers' and workers' organizations in the sugar industry introduced new methodologies for productivity training and measurement.
- **Morocco:** Social partners at the national level strengthened social dialogue in the textile industry, improving productivity and competitiveness.

Linking vocational skills development and employment services in post-crisis areas

Vocational skills development and employment services are essential to re-establishing sustainable livelihoods in post-crisis areas. In Kosovo, Serbia, an ILO project to strengthen labour market institutions, support entrepreneurship and develop a youth employment strategy included components to strengthen vocational training and employment services.

Over a five-year period, vocational training centres established by the project trained over 13,000 people, as well as public employment services counsellors who provided counselling and guidance services to 127,000 persons. The training and support targeted both wage and self-employment, with some 12,000 persons receiving self-employment assistance. This approach of combining skills training and employment services was also successfully used in post-crisis responses in other countries, such as Indonesia (Aceh).

Outcome 2a.3: Youth employment

ILO constituents have improved data, methodologies, best practice examples and technical support to develop and implement integrated, effective and inclusive policies and programmes to promote opportunities for young women and men to obtain decent and productive work.

Overview

117. In implementing the proposed strategies for this outcome, ILO work attempted to streamline and sequence interventions according to the integrated approach called for in the 2005 ILC resolution concerning youth employment. The main results achieved included:
 - a strengthened knowledge base and new tools for constituents, including: *Global employment trends for youth* (2006); *Guide to prepare national action plans on youth employment*; and *Youth employment – Make it happen*, an electronic resource for employers' organizations and other business associations;
 - the inclusion of decent work for young people in employment policies (Azerbaijan, Costa Rica, Dominican Republic, Honduras, Nicaragua, Panama, Rwanda) and the development of dedicated NAPs on youth employment (Ecuador, Lesotho, Senegal, Sri Lanka, United Republic of Tanzania as well as in Kosovo, Serbia);

- improved design of youth employment policies and programmes, based on the findings of the ILO's school-to-work transition surveys, in Azerbaijan, China, Egypt, Jordan, the Islamic Republic of Iran, Mongolia, Nepal, the Philippines and the Syrian Arab Republic, as well as in Kosovo, Serbia;
- the prioritization of decent work for young people in global or regional development agendas and programmes; and
- the ILO's leading role in shaping the "Youth, employment and migration" thematic window of the MDGs Achievement Fund and active participation in the United Nations Country Team's (UNCT) work on the preparation of country proposals eligible for funding.

118. Decent work for youth featured prominently on the development agenda in most member States, and requests for assistance rose accordingly. The ILO took several measures to maximize impact at the country level, such as prioritizing 15 countries for more intensive support and strengthening the Youth Employment Programme. At the global and regional level, ILO work on youth employment gained increased recognition, as exemplified through cooperation frameworks or partnerships with UNDP, United Nations Industrial Development Organization (UNIDO), the World Bank and other organizations. Through cooperation within the Office, the ILO has maximized expertise and resources with regard to the Youth Employment Programme. However, there is a need to explore further possibilities of engaging non-traditional partners, such as the private sector.

119. While the development and implementation of specific programmes remained an important area of ILO assistance, requests from member States focused increasingly on the development of youth employment policies. In addition to providing medium- and long-term integrated approaches, the ILO needs to also enhance its capacity to respond to requests from countries under pressure to find immediate-term, "quick-fix" solutions.

Indicators

Indicator (i): Member States develop NAPs and implement operational programmes promoting youth employment that reflect core elements of the GEA and the Employment Policy Convention (No. 122)

Target: 15 countries.

Result: 21 countries and one territory.

Result	ILO contribution
Bulgaria: Implemented three pilot programmes for disadvantaged youth.	Technical assistance, including training of staff to set up the pilot programmes, two coordination mechanisms (youth employment pacts) and a national working group to tackle youth discouragement and inactivity. Conducted analysis of the youth labour market and reviewed international practices on youth inactivity, discouragement and long-term unemployment. Discussed youth employment policies in workshops.
Côte d'Ivoire: Adopted and funded the pilot phase of a project aimed at facilitating the integration of conflict-affected youth into the labour market.	Guidance and financial support for the development of the project. Conducted studies and capacity building for constituents as part of the preparatory phase.
Ecuador: NAP on youth employment developed.	Extensive review and comments on the draft NAP, as well as guidance to establish the "Unit for gender equity and youth" within the Ministry of Labour. Provided technical inputs and capacity building to launch the training component of the Government's "Turismo para todos" programme, which targets youth among other groups, and covers a priority area of the NAP.

Result	ILO contribution
Ghana: Began implementation of the National Youth Job Corps Programme, aimed at creating more than 150,000 jobs for unemployed youth in all 138 districts.	Technical inputs and comments on the draft implementation guidelines for the youth employment programme.
Indonesia: Introduced an entrepreneurship education programme, based on the ILO's Know About Business (KAB) programme, in the curriculum of vocational training institutions in four provinces.	Assisted with the adapting of KAB to the local context. Provided technical assistance and trained 100 teachers its methodology.
Kiribati: Established and implemented the youth employment programme, "Let's start afresh", which focuses on job creation.	Provided technical support and capacity building to develop and implement the programme.
Lesotho: Developed the NAP on youth employment and a policy framework for the National Youth Council. Parliament passed the National Youth Council Bill.	Guidance, technical inputs and financial support given to develop a UN inter-agency project for the implementation of the NAP. Supported capacity building for project staff through ILO Turin Centre courses.
Liberia: Approved a national youth policy that included employment issues. The policy is being operationalized through key initiatives on skills development under the Liberia Emergency Employment Programme (LEEP).	Provided extensive technical inputs and methodologies to develop LEEP. Conducted two studies on youth employment (with UNDP and the United Nations High Commissioner for Refugees (UNHCR)). Developed a concept note for an inter-agency youth employment programme.
Mali: Developed and implemented various programmes to promote youth employability, youth entrepreneurship and rural employment.	Assistance to develop and implement the programmes, including policy advice to the National Agency for Youth Employment and other structures of the Ministry of Labour.
Mozambique: Developed and implemented the Working out of poverty programme, which includes deliverables on youth employment.	Developed the programme and provided technical assistance, methodologies and tools as inputs to develop the Employment and Vocational Training Strategy, launched in 2006.
Oman: Introduced the entrepreneurship education programme, based on KAB, in the curriculum of four vocational training centres and two technical colleges (for the academic year 2007–08).	Technical inputs and guidance to introduce KAB in the curriculum of the relevant centres and colleges. Supported training of trainers in its methodology.
Philippines: Eight cities/municipalities/provinces adopted multi-stakeholder youth employment plans. Implemented pilot projects connecting youth to training/employment opportunities.	Provided technical assistance, supported the capacity building of constituents and developed methodologies and tools for action plans and programmes. Pilot-tested KAB in 48 secondary schools towards mainstreaming it into the national curriculum.
Rwanda: Adopted an NEP, complemented by five-year action plan for youth employment.	Comments and technical inputs on the drafts of two policy documents and the action plan.
Senegal: Developed and adopted an NAP on youth employment.	Technical inputs and comments. Conducted policy dialogue consultations and capacity-building workshops to develop the NAP. Also provided advisory services to the Ministry of Labour and the National Agency for Youth Employment.
Kosovo, Serbia: Adopted a youth employment policy and action plan. Implemented and evaluated targeted active labour market policies for disadvantaged youth.	Provided guidance and technical assistance, including capacity building, for the development of the action plan, applying ILO methodology. Provided advisory services for the implementation and evaluation of the targeted active labour market policies. Conducted school-to-work transition survey, discussed findings in tripartite workshops and disseminated results.
Sierra Leone: Developed national youth employment scheme, which is now operational.	Advisory services and technical inputs for the development of the enterprise development component of the programme.
Solomon Islands: A job creation programme ("New Beginning") was developed and is operational.	Provided technical and administrative assistance to develop and implement the programme.
Sri Lanka: Ministry of Youth Affairs developed an NAP on youth employment.	Conducted analytical work and studies feeding into the NAP. Prepared a five-year project on decent work for young people, which will help implement the action plan.

Result	ILO contribution
Syrian Arab Republic: Designed, adapted and introduced an entrepreneurship education programme, based on the KAB programme, in universities, secondary schools and vocational training centres.	Conducted school-to-work transition survey, and discussed findings in a tripartite workshop. Based on the results, provided assistance to design the entrepreneurship education programme to apply KAB methodology and conducted a capacity-building workshop for trainers.
United Republic of Tanzania: Developed and adopted a national youth employment strategy and action plan.	Extensive review and comments on the draft NAP. Supported policy dialogue and consultations among the Ministry of Labour, social partners and other stakeholders, including youth groups.
Timor-Leste: Developed and endorsed the youth employment programme aimed at creating 68,000 jobs for youth during a four-year period.	Technical assistance to the Secretariat of State for Vocational Training and Employment in developing the programme. Undertook fund-raising activities.
Viet Nam: National Assembly adopted the First Law on Youth and a Law on Vocational Training and formulated a national programme on youth employment.	Provided technical inputs and comments on the draft laws. Advisory services and policy advice also provided to develop draft youth employment programme.

Creating an enabling environment for youth in Viet Nam

In Viet Nam, the ILO collaborated with the UNCT in the formulation of the first Youth Law and the Vocational Training Law, respectively adopted in 2005 and 2006. Together, these two laws create a legal enabling environment for youth development, including youth employment. The ILO is also supporting the drafting process of the Youth Volunteer Decree, the NAP on youth employment, the Youth Development Programme (2008–10), and the five-year proposal on vocational training and employment creation for youth. ILO business learning tools such as “GET ahead” for rural young women, “Start and Improve Your Business” and “Know About Business” were adapted for local use and a pocket guide for young jobseekers was developed and widely disseminated.

Operational objective 2b: Employment creation

ILO constituents are better equipped to design, implement and assess policies and programmes to promote enterprise development and employment-intensive investment, with particular benefit to women, youth, vulnerable and crisis-affected groups.

Outcome 2b.1: Employment creation through enterprise development

ILO constituents and other key stakeholders and intermediaries apply tools and approaches that are grounded in ILO core values to assist enterprises, including cooperatives, to increase employment and incomes for women and men.

Overview

- 120.** There were significant increases in awareness, adoption and use of ILO tools for enterprise promotion, particularly in business development services. The ILO made important progress in the development and application of more integrated methodologies to combine policy interventions with business upgrading tools, which were used through the WEDGE programme, crisis-response interventions, value chain upgrading programmes and other work. The effective use of partnerships with other organizations also increased the outreach and impact of ILO programmes.
- 121.** Overall, the strategies used were effective in creating significant impacts at the country level. A central challenge was to consistently achieve high levels of joint planning and

implementation, through the use of a “global team” strategy. There remains a need to raise the skills and knowledge of staff in the strategies for the implementation of the MNE Declaration.

- 122.** While there were significant achievements in the application of tools, the scaling up of successful pilot projects remained difficult. Achieving a significant impact was generally dependent upon the availability of extra-budgetary resources; technical cooperation must therefore remain a high priority. The creation of a business-enabling environment was an essential base for success at other levels, such as in business, cluster and value chain upgrading initiatives. The ILO should strengthen its work in this area by making it an increasingly important component in programme design and implementation. Lastly, the programme remains relatively weak in terms of quantitative impact measurement and analysis.
- 123.** The implementation of the conclusions on the promotion of sustainable enterprises, adopted by the ILC in 2007, will be an important priority for the coming biennium.

Indicators

Indicator (i): Governments, employers' and workers' organizations use ILO tools to improve the policy and regulatory environment for enterprises, and promote an enterprise culture that supports the creation of decent jobs. This measures the extent to which governments and the social partners have made significant use of ILO tools and advice in the policy, regulatory and enterprise culture area

Target: 20 organizations.

Result: 19 organizations (in Burundi, Chad, Chile, China, Congo, Costa Rica, Ghana, interregional (OHADA–Africa), interregional (ICA–Latin America), Islamic Republic of Iran, Mexico, Mongolia, Pakistan, Peru, Serbia, Sri Lanka).

- 124.** It should also be noted that enterprise/cooperative development policies have been included into national employment policies or specific SME and cooperative policies in: Bulgaria, Burundi, Chad, Chile, China, Congo, Costa Rica, Egypt, the Islamic Republic of Iran, Mongolia, Pakistan, Peru, Serbia.
- 125.** Examples for this indicator include:

Result	ILO contribution
Bulgaria: Social financing mechanisms were tested and integrated into the national active labour market policies.	Technical advice and documents were provided.
Burundi: Ministry of Finance is implementing the National Policy for Cooperatives and Microfinance Institutions.	Participated in the formulation of policies.
Chile: Improved implementation of the Law on Household-based Micro-enterprises, simplifying enterprise registration procedures for enterprises with less than five non-family employees that operate from the owner's residence.	ILO study and workshops contributed to the creation of a platform of different national and local government agencies involved in the implementation of the law, as well as micro-enterprise associations. The study was taken into account by the key technicians in charge of designing an improved implementation strategy.
Congo: Adopted a National Policy for Cooperative Development that will be implemented by the Ministry of Agriculture and Rural Development.	Participated in the formulation of the cooperative policy.

Result	ILO contribution
Peru: Adopted a national plan for micro and small enterprises that will be implemented as the action framework of the Ministry of Labour to promote these types of enterprises.	Provided advice on the drafting of the Law to Formalize Micro and Small Enterprises. Presented a framework for policies targeting micro and small enterprises to government.
Pakistan: Approved the SME policy, "SME led economic growth – Creating jobs and reducing poverty".	Carried out a study with the Small and Medium Enterprise Development Authority of the Government of Pakistan and provided staff training on the design of a conducive policy environment for enterprise growth (at the Turin Centre).
Mongolia: Formulated a draft cooperative law.	Elaborated the draft and provided a resource person for the participatory drafting process.
Serbia: Seven ministries endorsed a youth employment policy and action plan that included an enterprise development priority.	Provided technical assistance in the policy design and action planning.

Indicator (ii): Constituents and public and private support agencies newly apply or extend current use of ILO tools and approaches to provide effective business development services, credit and other financial services, particularly for small businesses and cooperatives, to create decent jobs

Target: 100 organizations.

Result: 277 organizations.

Result	ILO contribution
<p>General enterprise and entrepreneurship development: Business development services (BDS) organizations promoted and delivered business start-up and management training as well as other business services to potential and existing small entrepreneurs.</p> <p>133 organizations. Example: In Indonesia, 30 active trainers in 20 partner organizations were trained to deliver the ILO's Start and Improve Your Business (SIYB) programme in a range of settings. The project supported 1,933 entrepreneurs and built the capacity of local organizations to deliver the training.</p> <p>Youth entrepreneurship and awareness: Organizations developed the capacity to prepare in-school and out of school youth to create enterprises through the KAB programme.</p> <p>35 organizations. Example: To date, nine countries have introduced KAB in their educational curriculum and ten pilot programmes are ongoing. Approximately 1,100 teachers have run KAB classes and at least 40,000 students were trained through the pilot programmes.</p>	<p>Built the capacity of local organizations to promote and deliver SIYB training to local entrepreneurs. Adapted and distributed materials, trained institutions and trainers, and introduced a monitoring and evaluation system.</p> <p>Assisted governments in introducing KAB in the national curriculum in vocational, secondary and higher education by training teachers in the use of KAB methodology materials and running pilot tests in schools.</p>

Result	ILO contribution
<p>Women's entrepreneurship: Governments, social partners, business development service providers and NGOs used ILO tools related to research, advocacy and business support mechanisms to provide business services to women entrepreneurs.</p> <p>26 organizations. Example: Employers' organizations in Kenya and Uganda delivered the ILO's women's entrepreneurship programme.</p> <p>Cooperative development: Constituents and cooperative organizations implemented elements of ILO Recommendation No. 193 on cooperatives.</p> <p>43 organizations. Example: In Chad, 15,000 rural households were organized in eight savings and credit cooperatives, which have accumulated US\$1.8 million in savings. The system is being extended to other parts of the country through the African Development Bank.</p> <p>Crisis response: Member States developed employment-centred recovery and reconstruction strategies in the immediate aftermath of natural disasters and post-conflict situations through the support of ILO tools and expertise.</p> <p>13 member States. Example: Provided technical assistance in Uganda for the formulation of a programme for livelihood and economic recovery.</p> <p>Workplace productivity: ILO tools and resources were used to develop programmes to improve the knowledge and application of practices on good working conditions, innovation in work organization, continuous learning and good labour-management relations, as a way of raising productivity.</p> <p>18 organizations. Example: The ILO'S Factory Improvement Programme (FIP) in Sri Lanka, India and Viet Nam adapted training materials to local conditions, trained trainers, and supported the design and implementation of workplace productivity improvement programmes. The programme worked closely with employers' organizations and their affiliates.</p> <p>Value chain and sector upgrading: Organizations used ILO tools to conduct in-depth value chain analysis and develop and implement possible value chain upgrading strategies.</p> <p>9 organizations. Example: In Viet Nam the ILO worked with the Viet Nam Chamber of Commerce and Industry to support value chain upgrading in fish processing and fish sauce production, as well as cashew nut growing and trading.</p>	<p>Provided a number of ILO tools and approaches related to women's entrepreneurship aimed at increasing gender awareness in SME development. Assisted four countries to "gender proof" SME policies.</p> <p>Developed training materials (with the International Co-operative Alliance) focusing on strengthening the capacity of local and national institutions to develop and promote sustainable cooperatives. Involved in establishing the Cooperative Learning Centre, a distance learning facility hosted by the British Columbia Institute for Co-operatives.</p> <p>Assisted countries to develop crisis preparedness and the capacity to respond rapidly and effectively to unforeseen emergencies. Assistance included: support for enterprise development, local economic recovery, managing the transition from emergency relief efforts to longer-term, sustainable development, and employment-intensive reconstruction.</p> <p>Promoted good practices through documentation and dissemination of examples, case studies and guidelines. Strengthened entrepreneurial management skills through capacity building and training resources to foster adoption of good workplace practices in micro, small and large enterprises. In partnership with the International Training Centre at Turin, developed a new core training programme.</p> <p>Provided technical assistance and trained organizations to help enterprises understand where they fit in the "value chain" and how to improve economic performance to boost competitiveness and productivity, thereby contributing to the enterprises' long-term viability.</p>

Indicator (iii): Constituents establish programmes using ILO tools and approaches for enterprise upgrading and rural enterprise and cooperative development, to create decent jobs

Target: Ten programmes.

Result: 11 programmes.

Result	ILO contribution
<p>Syndicoop – Uganda Results include: Organization of 5,000 (2,000 women) informal economy workers in trade unions and cooperatives; creation of 2,721 new jobs (1,100 for women); and improved working conditions.</p>	Developed joint strategies with trade unions and cooperatives on how to organize workers in the informal economy in five African countries, including Uganda.
<p>SIYB – China Results include: An estimated 760,000 people trained and approximately 1.2 million jobs generated.</p>	Provided training materials, assistance in adapting the materials to local conditions, training of trainers, advice and assistance in programme design, implementation and monitoring.
<p>SIYB – West Africa (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal and Togo) Results include: Developed the capacity of 176 business development services organizations, 22 master trainers and 372 trainers to deliver business start-up and management training to over 7,500 entrepreneurs.</p>	Implemented the project, including providing training materials and training to apply and replicate materials.
<p>KAB – Indonesia Results include: Trained 98 teachers from 49 vocational schools; programme piloted in 42 schools.</p>	Adapted KAB to local conditions and trained trainers. Provided financial support. Pilot tested and assessed programmes. The ILO is now assisting the Government to expand the programme to 5,400 vocational schools.
<p>Factory Improvement Programme – Viet Nam, Sri Lanka, India Results include: Establishment of Factory Improvement Teams, generally comprised of an equal mix of managers and workers. An average of 67 per cent reduction in end-line production defects, with 90 per cent reductions in some workshops. Alterations to working areas to ensure efficiency gains in production, enhanced worker safety and an improved overall working environment.</p>	Assisted participating enterprises to increase productivity, improve working conditions and strengthen collaboration and communication between managers and workers. Designed materials and supported their adaptation at country and sector level. Trained trainers and conducted impact assessments and monitoring.
<p>EnterGrowth – Sri Lanka (EnterGrowth addresses issues related to market access for small and micro enterprises and policy and regulatory environments.) Initial results include: Associations formed in 12 subsectors. Significant value chain improvements in anthurium cut flowers (price to producers increased from 8 to 15 rupees) and in coir (35 jobs created and 20 per cent wage increase).</p>	Provided technical expertise, resources and programmes. Trained and supported staff in the use of these resources. Conducted monitoring and impact assessments.

Result	ILO contribution
<p>REDTURS – Latin America (REDTURS is a market-oriented initiative to foster new business opportunities with rural and indigenous communities in Latin America) Results include: Development of a web site used to market destinations (“Portal of the living cultures”). REDTURS tools adapted in Guatemala and Ecuador to develop their own training programmes. Guatemala Institute of Tourism modified its accreditation regulations for tourist guides in line with the REDTURS approach.</p> <p>Post-crisis response – Indonesia, Sri Lanka, Liberia, Pakistan, Sudan, Iraq and other member States Results include: Liberia: Developed a national employment promotion programme. Iraq: Developed training materials and implemented a training course on local economic recovery.</p> <p>WEDGE programme – Lao People’s Democratic Republic, Cambodia, Ethiopia, Kenya, Uganda, United Republic of Tanzania, Zambia Results include: The growth-oriented women entrepreneur’s project in Kenya helped women entrepreneurs obtain improved access to financial services, supported business development services initiatives and built the capacity of women’s entrepreneur associations.</p> <p>Sustainable Development through the Global Compact project on the MNE Declaration, Global Compact and Organisation for Economic Co-operation and Development (OECD) guidelines – Albania, Morocco, Tunisia Results include: The establishment of tripartite Global Compact networks in all three countries. Better understanding of fundamental labour principles and CSR instruments and initiatives in the three countries. Training of 18 trainers from Moroccan and Tunisian Governments, employers’ and workers’ organizations and managers, workers and labour inspectors.</p> <p>ALICE/E (Acteurs Locaux et Initiative pour la Création d’Emploi et d’Entreprises) – Morocco, Tunisia Results include: Creation of 439 enterprises (170 in Morocco, 269 in Tunisia). Majority of enterprises were created by unemployed young people (approximately 50 per cent) and women (20 per cent). Creation of over 1,000 jobs in the regions of intervention (582 in Tunisia, 500 in Morocco).</p>	<p>Developed specific training materials and trained people in their use. Facilitated market linkages between local businesses and international tour operators. Supported development of the “Portal of the living cultures” web site.</p> <p>Participated in post-crisis inter-agency area-based programmes and stimulated the economic and employment recovery component through support to capacity building and networking of local institutions, including: employment services; vocational and skills training; enterprise development and microfinance; local resource-based rural road rehabilitation; and promotion of gender equality.</p> <p>Developed a range of tools to help women entrepreneurs start and expand their businesses and to assist service providers (including government) to become more gender aware. Assisted governments to make SME policies more gender sensitive. Supported research into women’s entrepreneurship development and women entrepreneurs’ associations. Worked to raise awareness on the issue via the media.</p> <p>Promoted the MNE Declaration and labour principles of the Global Compact and the OECD guidelines to encourage the adoption of good practices and social dialogue by enterprises. Conducted awareness-raising seminars and training courses for management and workers in enterprises. Developed training modules on the labour dimension of CSR.</p> <p>Collaborated with governments to develop approaches, tools and policy recommendations for small and micro-enterprises by raising the awareness and the capacity of local actors and by building business skills of entrepreneurs through training and other services.</p>

Indicator (iv): Multinational and domestic enterprises make use of the provisions of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and other relevant ILO instruments in social initiatives

Target: At least 50 per cent of codes in the Business and Social Initiatives (BASI) database refer to ILO instruments.

Result: Not applicable.

- 126.** In March 2007 the Governing Body redefined the priorities for ILO work in this area. As a result the BASI database was dropped from the list of priorities. This indicator therefore became redundant. It should be noted however that the following industry and multi-stakeholder initiatives and international organizations have made reference to the provisions of the MNE Declaration following ILO support:

CIES (global retail association); GSCP (global social compliance programme); Roundtable for sustainable biofuels; Better Cotton Initiative; Social Accountability International; Multi-Fibre Arrangement Forum; Global e-Sustainability Initiative (GeSI); IFC and other development financial institutions.

My future is not a dream: SIYB in China

The SIYB China Project was launched in 2004, with the aim of reducing poverty by training economically vulnerable groups to start and develop a business. The project used innovative mass media strategies, such as a television soap opera called "My future is not a dream", which aired in 2006. Over 1 million viewers watched the programme, including rural migrants who are an increasingly important target group. The project has also contributed to the formulation of a number of policies, such as a draft Employment Promotion Law.

A recent evaluation of the project estimated that 39 per cent of the people trained started a business, resulting in the creation of an average of 1.6 extra jobs per trainee. To date, about 1.2 million jobs have been generated as a direct result of the programme, mainly among laid-off workers.

Outcome 2b.2: Employment creation through employment-intensive investment approaches

ILO constituents and key stakeholders integrate employment and social policy concerns into public and private investment policy in the infrastructure and construction sector.

Overview

- 127.** Employment-intensive investment approaches continued to have a high level of involvement in all regions. A more structured engagement has developed both at regional and national levels, and has extended beyond traditional employment-intensive investment programme (EIIP) partners. There was greater involvement in Latin America, and in Asia where the reconstruction of tsunami-affected economies and communities presented opportunities for stronger ILO involvement. The EIIP approach proved its value by responding effectively to the crisis, while remaining strongly engaged with the development of long-term strategies.
- 128.** An independent evaluation of global strategies confirmed international recognition of the high quality of ILO strategies, methodologies and tools. The evaluation noted that these had established the ILO as the world leader in this field and had proven effective and relevant to present growing demands. The EIIP approach was also an entry point for the larger Decent Work Agenda, with major investments in infrastructure development creating an avenue to addressing related decent work issues.

- 129.** The ILO's capacity to respond to demand remains a concern, as identified by the evaluation, causing challenges in maintaining quality and timely delivery of services. The ILO will attempt to address this through (among other approaches) improved teamwork and networking to better utilize present resources and strengthen synergies.
- 130.** While the value of strategies was recognized, there is an ongoing need to demonstrate their effectiveness to new actors and decision-makers; governance issues remain an obstacle to the implementation of long-term strategies. As recommended by the evaluation, the ILO will therefore increase efforts to institutionalize methodologies and tools and strengthen dialogue and participation through capacity building. At the national and local level, better integration of government agencies, social partners and communities is required. In the international arena, the ILO must foster stronger and more formal partnerships with international financing and development agencies to make use of the ILO's comparative advantage in order to scale up the influence and impact of ILO work.

Indicators

Indicator (i): Member States show an increasing share of public and private investments that go to employment-intensive programmes in infrastructure and construction. Monitoring will cover countries where the ILO supports major investment activities

Target: Ten countries.

Result: 14 countries.

Result	ILO contribution
Afghanistan: EIIP mainstreamed in economic and sectoral planning for rural infrastructure development.	Technical cooperation project and advisory support in the implementation of the National Emergency Employment Programme and subsequent programme activities.
Cambodia: Capacity to plan employment-intensive investments established in four provinces. Employment-intensive investment approaches mainstreamed in sector strategies and in different ministries. Institutions established and resources allocated for employment-intensive road maintenance in three provinces. Increased government funding allocation to rural road maintenance using labour-based technology. Small-scale contractors and community contractors applied employment-intensive approaches for rural road maintenance in three provinces.	"On the ground" technical assistance in five provinces and at central government level. Developed Cambodia-specific technical tools and training courses. On-the-job training and workshops.
Cameroon: Adopted a policy to promote EIIP in public investment programmes and established an interministerial committee to promote and oversee implementation of the adopted strategy.	Support to finalize the policy and for a workshop to validate it.
Democratic Republic of the Congo: Integrated EIIP approaches in reconstruction programmes. Established a central unit to promote employment in public works.	Reinforced the capacities of the central unit.
Gabon: Adopted an EIIP policy and created a national commission to promote EIIP in public investment programmes.	Support for the process of creating the commission.

Result	ILO contribution
India: Employment-intensive investment tools included in new rural road development policy.	"On the ground" technical assistance at the central government level. Development of country-specific technical tools and manuals, including guidelines and capacity-building material for the sector and for the National Employment Guarantee Act.
Indonesia: Improved capacity for planning and implementing rural road works in five districts and increased use of small contractors. A local resource-based approach for infrastructure rehabilitation in post-crisis areas was demonstrated and is entering its second phase. Rural infrastructure development using a local resource-based approach is now being scaled up in the national development agenda.	Technical assistance in five districts and at central level. Development of country-specific technical tools and training courses. On-the-job training and workshops provided. Supporting participation of Cambodians in international workshops.
Iraq: Policies and programmes reviewed and adapted using ILO tools. Adapted ILO tools to the legislative, regulatory and institutional environment.	Assistance and policy advice on integrated economic and social policies. Organized meetings with constituents and international stakeholders. Published and distributed ILO technical tool guidelines for mainstreaming labour-based approaches.
Madagascar: EIIP approach verified through comparative studies and integrated into the Madagascar Action Plan (equivalent of a PRSP), and in programming and budgeting for multi-sectoral public investment programmes.	Completed three studies related to EIIP and public investments and conducted a workshop to share study findings with key government actors. Developed an implementation plan.
Nepal: Employment-intensive investment approaches included in rural infrastructure development policies.	Technical assistance provided at central government level. Development of country-specific technical tools and manuals.
Paraguay: Improved access of small-scale employment-intensive enterprises to public roads construction and is exploring the possibility of promoting community contracting for social transfer mechanisms.	Presented a study analysing the opportunities and barriers in contracting micro and small-scale enterprises and community organizations for rehabilitation and maintenance works. Provided technical assistance to the Ministry of Finance, including development of methodology for employment analysis, evaluation and monitoring of projects.
Rwanda: Established EIIP as a major instrument to support decentralization of infrastructure development to the local level.	Participated in a national seminar to review existing EIIP programmes. National civil servants in charge of public works programmes participated in subregional programmes and courses at the Turin Centre.
South Africa: Adopted national policies on employment-intensive investment. Expanded public works programme upscaled in selected provinces. Enhanced capacity of the national and provincial government (Limpopo Province) and other key stakeholders to develop and implement labour-intensive approaches.	Provided an international team for policy advice and operational capacity building to national, provincial and local governments.
Sudan: A labour-based unit was reactivated within the Ministry of Labour.	Provided advice and developed a proposal to reinforce the unit.
United Republic of Tanzania: Put in place a national policy to scale up the use of labour-based approaches and established related support programmes. EIIP approach included as a core development element in the National Employment Creation Programme.	Provided advice and consultants for the development of the "scaling up" approach, as well as an EIIP training programme.

131. It should also be noted that:

- **Pakistan** expressed firm interest in developing local resource-based policies and strategies.
- **Senegal** completed two employment impact studies and established a system to evaluate the effect of programmes on youth employment.

Indicator (ii): Member States adopt infrastructure and construction programmes demonstrating the technical and operational feasibility and the economic and social advantages of combining job creation with decent working conditions

Target: 12 programmes.

Result: 20 programmes.

Result	ILO contribution
Azerbaijan: Demonstration project carried out with Ministry of Labour and tripartite partners. Constituents are now expanding the project to infrastructure and construction programmes.	Technical and financial support. Training to local workers provided and new modular skills packages are under development to continue the training.
Cambodia: Small-scale private sector and community-based contractors applied EIIP approaches for rural road maintenance in three provinces.	Provided inputs to programmes in five provinces. Developed Cambodia-specific technical tools and training courses. On-the-job training for managers and contractors conducted and national workshops held. A pilot project implemented for urban areas.
Cameroon: Is applying labour-based methods for road and urban infrastructure works.	Assisted with programme development. Advisory support on technical approaches and strategies. Capacity building in entrepreneurship and contract management.
Congo: Integrated EIIP approaches in construction programmes for urban infrastructure. Implemented a project to reintegrate socially disadvantaged groups.	Provided advice on the integration of EIIP approaches and support for the programme targeting disadvantaged groups.
Ethiopia: Expanded labour-based approaches to road construction. Demonstration project under way on improved solid waste management (City of Addis Ababa) using employment-intensive technology and enhanced private sector involvement. Adopted solid waste management policy and strategy for urban areas.	Ongoing analysis of the programme's approach to roadworks. Training workshops conducted to share ILO experiences on employment creation in service delivery from other cities.
Ghana: EIIP approach was mainstreamed in road sector works, allowing labour-based contractors to carry out reconstruction and maintenance works.	Conducted a number of technical advisory visits.
Indonesia: Adopted labour-based approaches to road construction and maintenance works. Some 169 technical staff of district governments and small-scale contractors in three Aceh districts and two Nias districts managed local resource-based road rehabilitation contracts.	Three technical cooperation projects implemented. Developed alternative technical approaches and contracting systems, demonstrated the EIIP approach and provided training to district public works staff and small-scale contractors as well as local consultants.
Lao People's Democratic Republic: Rural infrastructure development and other livelihood strategies for employment creation and poverty reduction developed and implemented. Capacity for planning and implementing rural roadworks established in one province. A number of small-scale contractors now bid for and implement rural roadworks contracts.	On-the-ground technical assistance in provinces and at central government level. Development of Lao-specific technical tools and training courses. On-the-job training and workshops. Supported the participation of Laotians in international workshops.
Liberia: Implementing the LEEP/Liberia Employment Action Programme (LEAP) which includes an EIIP approach to public investments in infrastructure. Ministry of Public Works generated temporary jobs for war-affected women and men and provided physical access through emergency repairs/maintenance of roads. Results are being replicated in other labour-based road sector programmes.	Financial and technical support provided on EIIP to the constituents for the design and implementation of the LEEP/LEAP strategy. Built the capacity of officials in various ministries on employment creation. Implemented the emergency employment creation programme with the Ministry of Public Works. Supported the Government in designing a three-year national public works programme.

Result	ILO contribution
Madagascar: Extended and applied EIIP approach in its largest public investment programmes, including transport infrastructure, agriculture, education and other municipal infrastructure.	Capacity building of various partners and public/ private actors for the planning, implementation and evaluation of various national employment programmes. Adapted tools and methodologies for different partners.
Mali: Implemented a multisectoral programme to create and promote employment for youth through infrastructure works.	Training of SMEs. Capacity building at decentralized government levels to implement and maintain projects.
Mauritania: Implemented a successful demonstration project on road paving using EIIP approaches.	Support to implement the project, including advice and information. Completed a comparative study and developed a proposal for the large-scale expansion of the EIIP approach in public investments.
Mongolia: Developed participatory local-level planning tools to help local authorities identify small-scale infrastructure development and improvement projects.	Developed and pilot tested a specific country approach and guidelines. Formed a working partnership with a World Bank-supported sustainable livelihoods project.
Nepal: Main donors (Asian Development Bank, World Bank) promoted employment-intensive investment approaches in their programmes.	Inputs provided during the formulation of the Asian Development Bank and World Bank projects.
Nicaragua: Developed local capacities to promote and use employment-generating technologies in reconstruction works. Provided employment to 1,932 people (38 per cent women) over a period of five to eight months. Trained 5,721 people and created 14 micro-enterprises in eight municipalities.	Assistance in designing, developing and executing the programme and training workshops.
Paraguay: Developed a demonstration programme on employment generation through the use of employment-intensive technologies in public works.	Established a partnership with the World Bank to assess incorporation of EIIP approach in road maintenance programme. Contributed two studies and carried out various seminars.
Philippines: Developed capacity, with constituents and key partners, for employment-intensive investment planning. Local development strategies were applied in selected locations to enhance economic and social opportunities. Employment-intensive investment approaches were increasingly used for rural road maintenance in development programmes.	Assistance in a number of municipalities and at central government level. Development of Philippines-specific technical tools and training courses. Training and workshops provided. Implemented pilot project to develop urban tools for employment creation through infrastructure development.
Senegal: Implemented street stone paving and rural roads programme to create employment for youth.	Capacity building of local operators to execute the work. Formulated an expanded phase of the programme.
Sierra Leone: Started an employment programme covering employment-intensive investments, small enterprises development and youth employment.	Advice for the development of the programme.
South Africa: Upscaling of the expanded public works programme is under way in selected provinces. The expanded public works programme has provided more than 700,000 additional job opportunities from mainstream municipal investments.	Government contracted the ILO to provide an international team of eight experts for policy advice and technical support to the National Government Department of Public Works and the Provincial Government of Limpopo Province.

132. It should also be noted that:

- **Burundi** developed and is seeking financing for a national programme on labour-based practices for infrastructure rehabilitation and reforestation.
- In **Cameroon**, enterprises, consultants and officials at central and decentralized levels of government were trained in EIIP approaches in road maintenance and municipal infrastructure development.

Indicator (iii): Number of member States in crisis situations using employment-intensive investment approaches

Target: 15 countries.

Result: Nine countries and one subregion.

Result	ILO contribution
Central America: In response to Hurricane Stan, 106 projects were carried out, providing over 150,000 days of direct employment to over 5,000 heads of households.	As part of the UN joint programme, promoted labour-based employment programmes and provided technical assistance in the design, development and execution of the works.
Democratic Republic of the Congo: Used EIIP approach in reinsertion programmes for ex-combatants through rehabilitation and construction of infrastructure.	Formulated the project for the reinsertion programmes. Participated in a national employment forum and developed a capacity-building programme for enterprises and employment creation.
Haiti: Completed the initial phase of a demonstration project in soil conservation and environmental protection. The project is being expanded in a second phase.	Organizational and participatory development, and capacity building for local actors in the use of labour-based approaches. Developed the expanded employment creation programme.
Indonesia: Adopted employment-intensive and other livelihood programmes for crisis-affected areas, especially Aceh, north Sumatra and parts of eastern Indonesia.	Technical cooperation projects implemented, providing on-the-job training to district public works and small-scale contractors. Capacity building of local governments.
Iraq: Iraqi authorities adopted ILO employment-intensive approaches in reconstruction policies and programmes, including skills and entrepreneurship development.	Assistance and policy advice on economic and social policies for employment creation. Organized meetings with constituents and international stakeholders on employment-intensive approach in reconstruction projects, and mobilized resources. Published and distributed employment creation guidelines in English and Arabic.
Pakistan: Upgraded labour-based approaches to infrastructure rehabilitation, in terms of managerial, technical and economical issues.	Developed a support programme and provided advice.
Somalia: Integrated approach to local development is operational in the regions of Somaliland and Puntland, where the EIIP is producing infrastructure that facilitates small enterprises and local social and economic development.	Tools and methodologies for planning and implementation provided. Capacity building for communities, government and the private sector by employing a donor-funded team of some ten international and national experts.
Sri Lanka: Major public works projects used labour-based methodologies for infrastructure construction and maintenance, increasing access to jobs for youth and the rural poor.	Introduced and disseminated tools and materials on local-level planning, local procurement and labour-based infrastructure methodology. Trained national partners.
Sudan: Established a programme of cooperation with UNDP in southern Sudan for urban infrastructure development.	Developed a support programme for a labour-based unit in the Ministry of Labour. Programme development for urban and rural infrastructure is under way in southern Sudan.
Timor-Leste: Ministry of Labour and Community Reinsertion (MLCR) used the ILO's employment-intensive infrastructure work approach in post-crisis cash-for-work programmes. The Division of Employment and Skills Development also independently implemented government-financed cash-for-work programmes.	Advice and capacity/skills building provided. Capacity building with MLCR has gradually enabled staff to implement large-scale employment-intensive investment projects.

Demonstrating EIIP principles in Cameroon

Since 2006, the ILO has assisted the Government of Cameroon to pilot test the use of labour-based approaches. A demonstration programme in the construction and maintenance of rural roads, financed by the Government and executed by well-trained local contractors and local organizations has shown successful results in terms of outputs (on time delivery, quality and costs) and employment creation. The Government will now expand employment creation through a national programme. An urban programme has also been initiated to strengthen the capacities of local municipalities, operators and communities in the City of Yaoundé.

The Government has now approved a strategic document to support the creation of an enabling environment to mainstream employment in the planning, selection, budgeting and evaluation of public works programmes.

Outcome 2b.3: Decent work through local development: Poverty reduction through local employment and empowerment

ILO constituents and key partners apply employment-centred, integrated local development strategies that reduce poverty and fight social exclusion among women and men, including in the rural and urban informal economy.

Overview

133. The articulation of decent work as a means for local poverty reduction gained broader understanding and support among constituents. A number of countries included LED initiatives in their DWCPs, which led to better-integrated approaches to employment promotion, enterprise development, employment-intensive approaches and skills development. High-level policy seminars with constituents raised awareness of the ILO's LED approach and increased technical cooperation resources. The development of a global resource platform and tool kits were important achievements, and helped to raise constituent awareness and provide access to important resources.
134. Improved integration within the ILO is leading to a comprehensive programme on LED that spans the Decent Work and GEAs and is creating ownership of the specific ILO approach to LED across the Organization. With the indigenous peoples' programme, better results were achieved through co-management and the combining of rights-based and economic development approaches. Collaboration with the Turin Centre was further consolidated through joint development of training materials, knowledge documents and joint training programmes in Turin and in countries.
135. Many programmes related to this outcome provide opportunities for wider ILO support to improve social protection and enhance social dialogue, which is increasingly demanded by constituents. The ILO must broaden linkages and collaboration within the Organization and with the social partners, and build the capacity of staff to provide high-quality services in this area. A related issue involves determining how to increase outreach through long-term partnerships with regional and global programmes and institutions, and a number of bilateral development agencies; future strategies should take sustainable enterprise development into account.
136. The wider LED approach pursued in 2006–07 creates opportunities for going beyond the upgrading of value chains and enterprises, by offering different components of the Decent Work Agenda to help constituents and local partners undertake more comprehensive initiatives for sustainable economic and social development. This requires consolidating the in-house knowledge base and making it available through the global knowledge-sharing platform. Future work must also reflect a further expansion of strategies related to LED and indigenous peoples.

Indicators

Indicator (i): Member States apply ILO innovative approaches and policy orientations to integrate LED, employment promotion and income-generating activities with workers' rights, social protection, social dialogue, gender equality and poverty reduction

Target: Eight countries.

Result: 13 countries.

Result	ILO contribution
Argentina: Developed a national network of municipal employment offices, in conjunction with professional training and the promotion of LED, which led to improved job placement in seven regions across the country. Put in place national qualification standards for professional training. Established training courses for jobseekers to facilitate job placement.	Supported the Government in the design and implementation of: labour market policies, LED, vocational training, employment services, institution building and regional/national knowledge sharing.
Chile: The Chile emprende programme targeted a large number of public officers working in the 13 regions for an ongoing training project.	Provided technical support to the mid-term evaluation of the programme and financed a publication with three case studies about best practices. The programme used the ILO publication, training materials and evaluation.
China: Promoted local-level employment initiatives in various regions. Provincial labour departments piloted LED programmes in Ningxia Autonomous Region and in Chongqing.	Advice and assistance to Ministry of Labour. Published ministry/ILO LED manual for China. Contributed to a seminar on LED and training of trainers. A Chinese delegate participated in a regional knowledge sharing LED seminar.
Ghana: Developed the National Youth Employment Programme and strengthened its link to the ILO's Skills Training and Employment Placement (STEP) Programme. Established public-private stakeholder forums to design and implement LED strategies.	Provided technical cooperation through the Ghana DWCP, with a focus on small enterprise and skills development. Conducted training of trainer seminars, introduced training programmes, provided capacity and institution building, conducted impact assessments.
Indonesia: Developed a master plan for tourism development that has resulted in more tourists visiting the island of Weh. Initiated a LED project in selected districts in East Java province with a focus on youth employment strategies. Indigenous peoples in Papua are actively implementing livelihoods and economic development plans in four communities.	Conducted workshops for the development of the master plan for tourism development. Provided vocational and SIYB training for employees of the tourism sector. In Papua, provided assistance in promoting gender equality, reducing poverty and strengthening self-reliance and mechanisms for peace and development.
Kenya: Indigenous peoples' communities (the Laikipia Maasai) used LED strategies to better market local products and services. This included guidelines and copyright strategies to protect traditional knowledge and cultural expressions.	Assisted with market assessment, training of trainer seminars, small enterprise development and capacity development of LED forum. Collaborated with the World Intellectual Property Organization on intellectual property rights for indigenous peoples.
Lebanon: Lebanon Recovery Fund to finance development programmes in Lebanon was established. A return plan for internally displaced Palestinian refugees was developed.	Post-conflict assessment undertaken by the ILO. Technical cooperation projects on local economic recovery, vocational training in the construction sector, enhancing public employment services, and emergency infrastructure rehabilitation.
Mozambique: Established a national policy on LED. Provided tools to reinforce capacities of local economic development agencies (LED agencies).	Initiated activities targeting youth, women and people with disabilities in the promotion of entrepreneurship in three regions. Facilitated the promotion of business training in technical schools and the development of a network of business development services to promote youth entrepreneurship.

Result	ILO contribution
<p>Philippines: Established the Philippine Labour Index (PLI) to quantify national progress in achieving decent work. Local development planners and practitioners in four local government units integrated the decent work framework in local programmes and plans, including strategies to extend protection to informal sector workers. Regional partners in the Autonomous Region of Muslim Mindanao used components of the TREE methodology in their programmes.</p> <p>Serbia: Two districts in south Serbia (Leskovac and Vranje) established LED agencies and provided business development services to small enterprises and training services to public and private institutions. This resulted in the start up of close to 600 new businesses.</p> <p>Sri Lanka: Approved an NPA for youth employment. Improved access to skills training opportunities for youth affected by war. An increased number of micro and small enterprises entered value chains at the local levels. Initiated over 750 projects under the ILO's district livelihood development plans (DLDP) approach, reaching over 100,000 beneficiaries.</p> <p>Uruguay: Established five entrepreneurship development centres in three regions. Launched five public-private forums in three regions to improve the implementation of LED strategies. City councils in two regions incorporated policies on LED and employment creation.</p> <p>Viet Nam: Local government departments in four poorer provinces developed and implemented strategies to create and improve employment in small enterprises. Used a multi-stakeholder approach facilitated by the Viet Nam Chamber of Commerce and Industry (VCCI) to improve the capacities of local training institutions, women's unions and other interest groups to deliver management training for entrepreneurs. In two provinces, undertook promotional strategies in two specific value chains (fish processing activities and cashew nuts), resulting in the establishment of new business associations and other benefits to hundreds of entrepreneurs.</p>	<p>Produced a local development and decent work tool kit for local planners and practitioners, organized orientation workshops, presented local government case studies, and supported Department of Labour in training local government units on the informal sector and the PLI. Provided vocational and entrepreneurial skills training, published a paper on core work skills, and implemented an intensive employment enhancement project.</p> <p>Supported local district authorities throughout the process with capacity building of the LED agencies and adaptation of enterprise and entrepreneurship development materials.</p> <p>Supported the development of the NPA for youth employment, enabled 5,000 youth to access vocational training, provided training to 44 villages. Developed 43 DLDPs. Provided technical assistance on value chain development to small and micro-enterprises in four districts and to employment services owned by constituents.</p> <p>Supported the implementation of government employment policies. Provided capacity building and training to local institutions, carried out several workshops, seminars and events on mainstreaming LED. Disseminated best practices.</p> <p>Assisted the VCCI and local government departments in four poorer provinces to develop LED strategies and realize action plans. Provided assessment and training on provincial policies for LED, trained trainers to strengthen small business associations, trained women entrepreneurs in basic management, sensitized youth in secondary and vocational training schools about entrepreneurship (applying the KAB package).</p>

137. It should also be noted that:

- **Nepal:** Ratified the Indigenous and Tribal Peoples Convention, 1989 (No. 169), and established a project to improve the capacities of LED forums in two districts to develop policies.

Indicator (ii): Constituents and key partner organizations actively participate in the global knowledge-sharing network on integrated local development strategies

Target: 30 organizations.

Result: 61 organizations:

26 government organizations (G)

10 employers' organizations (EO)

4 workers' organizations (W)

21 others (O).

Result	ILO contribution
30 organizations were trained through the annual "Strategies for LED" course, organized by ITC, Turin and the ILO.	Supported the design of the enterprise programme and developed background training materials for the course.

Angola: Council of Ministers (G); **Cambodia:** Cambodian Federation of Employers and Business Associations (EO); **Cameroon:** Ministry of Environment and Natural Resources (G); **United Kingdom:** London Schools of Economics (O); **Germany:** Mesopartner (O); **Indonesia:** Swisscontact (O); **Islamic Republic of Iran:** Iran Confederation of Employers' Associations (EO); **Jordan:** Business Development Centre (EO); **Morocco:** Italian Development Cooperation (G); **Namibia:** Ministry of Regional and Local Government, Housing and Rural Development (G); **Nepal:** Urban Development Training Centre (O); Ministry of Local Development (G); **Nigeria:** SME Development Training Centre (O); Government of Akwa Ibom (G), Eenhana town council (G); **Pakistan:** Pakistan Telecommunication Employees Union (WO); **South Africa:** Gauteng Provincial Government, Department of Economic Development (G), Western Cape Department of Economic Development and Tourism (G), Technology Transfer for Social Impact Office (O), Southern District Municipality, Eastern Cape (G); **Spain:** International Institute of Governance (O); **Sri Lanka:** Reconstruction and Development Agency (G), Economic Strategy Support Programme (O), Ministry of Regional Development (G); **Republic of Macedonia:** Prilep Region Enterprise Development Agency (G); **United Republic of Tanzania:** National Social Security Fund (G); **Togo:** COOP-Consult (O); **Uganda:** JICA (O); **Viet Nam:** Viet Nam Chamber of Commerce and Industry (EO); **Yemen:** GTZ Yemen (O).

Result	ILO contribution
<p>Six organizations participated in the National Seminar on Local Economic Development (organized with the Ministry of Labour and Social Security, OECD and the ILO) in China, resulting in demonstration activities in two provinces in China and a partnership with the OECD's Local Economic and Employment Development (LEED) programme.</p>	<p>The ILO hosted the seminar with the Chinese Government's Ministry of Labour and Social Security. Provided technical presentations on the ILO approach to LED and LED activities in China. Distributed a comprehensive workshop report.</p>
<p>China: Ministry of Labour and Social Security (G), Planet Finance (O); Europe: OECD (O); France: Sorbonne University (O); New Zealand: Department of Labour (G); United States: The UpJohn Institute, Chicago (O).</p>	
<p>37 organizations participated in a Regional Seminar on Local Economic Development in Asia (Chiang Mai, 2007). Each country identified specific ideas for action programmes.</p>	<p>Organized and sponsored the course. ILO staff participated as resource persons and provided support for participants.</p>
<p>China: (i) General Association of Worker and Staff Education and Vocational Training (WO), (ii) Department of Training and Employment, Ministry of Labour and Social Security (G), (iii) Institute for Labour Studies (G). Beijing. India: (i) Entrepreneurship Development Institute of India (O), (ii) Ministry of Labour and Employment (G), (iii) Hind Mazdoor Sabha (WO), (iv) Zilla Panchayat Gulbarga, State Government of Karnataka (G). Indonesia: (i) Reintegration and Aceh Development Agency (G), (ii) Indonesia Chamber of Commerce and Industry (EO), (iii) Governor Office of Papua Province (G), (iv) Government of Aceh Province (G), (v) Aceh Investment Board (EO). Lao People's Democratic Republic: (i) SME Promotion and Development Office, Ministry of Industry and Commerce (G), (ii) Lao Women's Union (WO), (iii) Committee for Planning and Investment (G), (iv) Lao Small Enterprise and Groups of Business (EO). Nepal: (i) Champasack Chamber of Commerce and Industry, (ii) Cottage and Small Industry Development Board, (iii) Office of Cottage and Small Industries, Dhawesha Janakpur, (iv) Ministry of Local Development (MOLD). Philippines: (i) Office of the Municipal Mayor of Concepcion (G), (ii) Municipal Government of Angono (G), (iii) City Government of Marikina (G), (iv) Sikap Buhay Entrepreneurship and Cooperatives Development Centre (O), (v) Quezon City Government (G). Sri Lanka: (i) Government Agent-Secretariat, Anuradhapura (G), (ii) Ministry of Industry Development, North Central Province (G), (iii) Kurunegala, District Secretary (G), (iv) Sri Lanka Export Development Board (O). Thailand: (i) Chiang Mai Chamber of Commerce (EO), (ii) Chiang Mai University (O), (iii) Ministry of Industry (G), (iv) Ministry of Interior, Community Development Department (G). Viet Nam: (i) Viet Nam Chamber of Commerce and Industry (EO), (ii) Agency for Small and Medium Enterprise Development (G), (iii) Central Institute for Economic Management (O), (iv) National Economics University (O).</p>	

Result	ILO contribution
13 organizations took part in the regional Local Economic Development Knowledge Sharing Conference for Latin America (Southern Cone), Santiago, 2007.	Co-organized and co-financed the Conference with the Government of Chile and prepared case studies from the Southern Cone countries. Made technical presentations that contributed to raising the awareness of the ILO's LED approach among constituents in Latin America.
<p>Brazil: Brazilian Service to support micro and small enterprises, SEBRAE (G); Chile: (i) Chile Emprrende (G), (ii) CORFO (G), (iii) Universidad Técnica Metropolitana (O), (iv) INDAP (G); Colombia: Vice Ministry of Development (G); Ecuador: Municipality of Cotachi (G); France: (i) INRA, (ii) SAD/UMR Montpellier, Research institute(O), (iii) Development Agency of l'Aude, Carcassonne (G); Italy: Regional Agency of Technology and Innovation of Puglia (G); Spain: Mondragón, País Vasco; International organizations: (i) ECLAC (international organization), (ii) Red DETE-ALC (expert network in LA).</p> <p>Six organizations collaborated in establishing an inter-agency local economic competency network for Africa.</p> <p>SDC, Switzerland (G); GTZ, Germany (O); UNCDF (O); UNDP (O); Cities Alliances (O); French Dev. Cooperation (G).</p>	<p>The ILO is participating as an active member of the inter-agency network and is contributing to the establishment of an LED competence centre based in Africa that will support local governments to design and implement LED strategies.</p>

138. It should also be noted that:

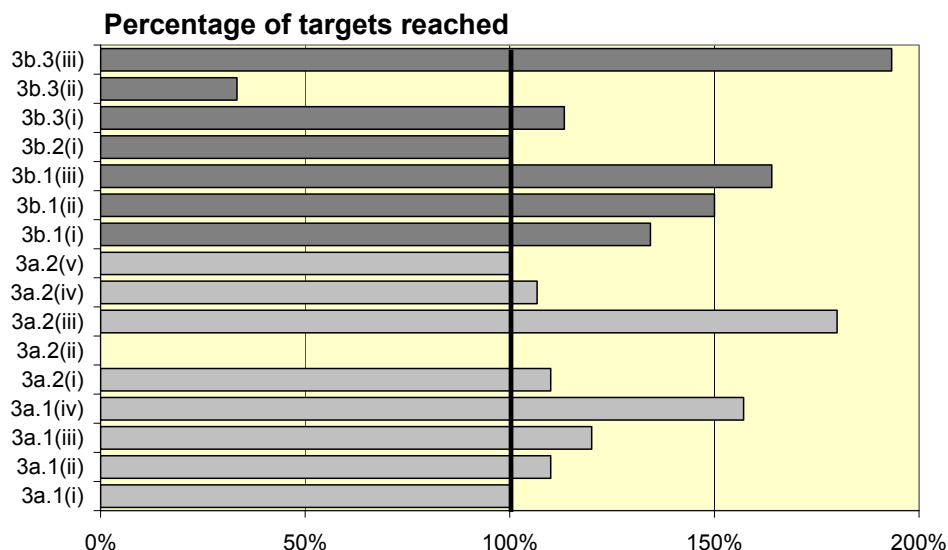
- The ILO established a global knowledge-sharing web site on LED that is becoming a leading Internet-based resource platform for LED.

Supporting entrepreneurship in Serbia

In Serbia, the ILO supported the establishment of LED agencies in the districts of Leskovac and Vranje to provide business development services to small enterprises and training services to public and private institutions.

The LED agencies have achieved a certain degree of financial sustainability, stemming from the trust of national and local institutions, and are seen as important agents for promoting economic growth and access to decent work opportunities. The LED agencies have provided assistance to 1,706 small-scale businesses, and entrepreneurship education to 1,992 people from vulnerable groups. Since their creation, 64 business plans were financed by local banks, and 589 new companies have been created and/or registered.

Strategic Objective No. 3: Enhance the coverage and effectiveness of social protection for all



- 139.** Work under this strategic objective involved intensified efforts to further recognition among policy planners and decision-makers of the social and economic benefits of introducing a basic set of social protection benefits at the early stages of national development processes. There is growing recognition that such a strategy can make a substantial difference in reducing poverty and increasing people's quality of life and productivity in the longer term.
- 140.** The ILO has shown in a series of studies that basic social security benefits are affordable in almost all developing countries and are core instruments for the extension of some basic level of social protection to the informal economy. This supports the conclusion that the gradual implementation of a global social floor is a valid long-term objective.
- 141.** Extensive research enhanced policy advice provided on wages, working time, maternity protection, work and family. The Decent Work Agenda was inserted into the broader international development agenda, such as achieving MDG5 on reducing maternal mortality. A three-pillar strategy was developed, aimed at protecting women's health at work and their employment during maternity; providing universal access to healthcare; and ensuring decent working conditions for healthcare workers.
- 142.** In the field of OSH, work focused on promoting a systematic approach and creating a preventive safety and health culture, as guided by the Global Strategy adopted by the 2003 ILC. This was reinforced by the 2006 adoption of the Promotional Framework for Occupational Safety and Health Convention (No. 187), and its accompanying Recommendation.
- 143.** The ILO continued to work on implementing the Plan of Action for Migrant Workers. It assisted countries of origin in developing policies and setting up institutions of labour migration, and worked to combat discrimination and further the integration of migrant workers in countries of destination.

144. With the support of tripartite constituents and other stakeholders, the ILO strengthened its advocacy on addressing HIV/AIDS through the workplace. The mainstreaming of HIV/AIDS issues into other ILO programmes and joint ventures is producing concrete outcomes, while capacity building in enterprises and the public sector helped to provide entry points for social dialogue.

Operational objective 3a: Enhanced social security coverage

Member States broaden the scope and instruments of social security, including the informal economy, rural areas and the poor, improve and diversify benefits, strengthen governance and management, improve their methods for implementing ILO technical standards, develop policies to combat the adverse effects of social and economic insecurity and to support all women and men throughout their life cycles.

Outcome 3a.1: Improved policies and strategies to extend social protection to all

Member States implement improved policies and strategies to achieve basic social protection that ensures access to healthcare, guarantees income security, provides occupational health and safety and promotes social inclusion.

Overview

145. International recognition of the contribution of social security to alleviating poverty and creating decent working conditions helped to strengthen national commitment to the extension of social security to all and the relevance of the Global Campaign on Social Security and Coverage for All. Social security priorities were included in DWCPs, PRSP processes and NAPs, with social partners often playing a key role in bringing these priorities to national agendas. In many member States, the ILO helped to enhance the skills and capacities of ILO constituents and supported the piloting of innovative mechanisms, such as testing the feasibility of solidarity-based financing through the Global Social Trust project in Luxembourg.
146. The importance of social security was also recognized at higher levels, such as in a statement from the World Conference on Social Protection and Inclusion (Lisbon, October 2006), which affirmed social protection as a fundamental right and instrument to achieve social cohesion, as well as in the 2006 Ministerial Declaration of the ECOSOC, the G8 Labour Ministers Meeting in Dresden and the G8 Summit in Heiligendamm (Germany) in June 2007.
147. There was a strong need to advocate for the inclusion of social security in national plans and international frameworks. This requires increasing the network of national experts fighting against social exclusion and advocating for the development of social policies and social security schemes. Enhancing the skills of ILO constituents, innovative capacity building and knowledge dissemination activities remain major priorities.
148. The development of tools and knowledge products in this area included two draft policy papers that can be used as advocacy tools:
- *Social security for all: Investing in global social and economic development*, which provides models for social security and identifies concrete measures; and

- *Social health protection: An ILO strategy towards universal access to health care, which addresses how countries can use certain financing mechanisms and policies to achieve universal access to health care.*

149. The ILO also enhanced its Internet-based platform, the Learning and Resources Centre on Social Inclusion (CIARIS), and developed two new Internet-based knowledge management platforms, the Global Information on Micro Insurance (GIMI) and the Global Extension of Social Security (GESS).

Indicators

Indicator (i): Member States adopt or implement effective policies and strategies to extend social security coverage

Target: 20 countries where ILO technical assistance leads to (i) the adoption or implementation of social security policy statements, NAPs or legislation; and (ii) the development of statutory or voluntary schemes.

Result: 20 countries.

Result	ILO contribution
Argentina: Developed a supplementary programme to extend coverage of the unemployment protection system.	Assisted towards the preparation of an overview evaluation of the unemployment protection system, including recommendations.
Bahamas: Passed the National Health Insurance Act to set up a new national health insurance scheme.	Confirmed the validity of the actuarial proposal done by the national task force.
Bahrain: Adopted an Unemployment Insurance Law and established a special unit in the Ministry of Labour to administer and implement the Law.	Prepared the policy outline of the new scheme, carried out the financial and actuarial assessment and wrote the draft Unemployment Insurance Law. Provided assistance on the implementation and administration of the new scheme.
Benin: Included social protection in its "Growth and poverty reduction strategy for 2007–09" and provided technical and financial support for the implementation of mutual health insurance schemes in the informal economy.	Capacity building in the areas of social protection extension policies and strategies. Validated a feasibility study of the civil servants' mutual health organization. Provided support to systems combining microfinance and micro health insurance, and to a mutual health organization for workers in the informal economy.
Brazil: Improved policies on social pensions targeting the elderly and the disabled, and on the extension of social health protection.	Support provided in the implementation of the PRSP. Training, technical assistance and support for the social pensions scheme and to explore the potential of community-based schemes in contributing to the extension of social protection in health.
Burkina Faso: Ministry of Labour adopted a national social protection policy plan of action focusing on workers in the informal economy.	Provided support for: contracting between providers and mutual health organizations at the national level; the implementation of an innovative mutual health insurance scheme for a rural region (Koudougou); and for the informal urban sector.
Burundi: Validated a feasibility study for a health insurance scheme for private sector workers. Developed a strategy and a project proposal for the extension of social security.	Organized a tripartite workshop to validate the feasibility study. Advised on the strategy and project proposal.
Cambodia: Promulgated a "sub-decree concerning the establishment of a national social security fund". Announced the implementation of employment injury insurance as of early 2008.	Technical assistance on the design and implementation of the employment injury scheme, including training seminars and reports.
Cape Verde: Implemented a new social pension law extending social protection.	Training and technical assistance for the operational plan of the Centro Nacional de Pensões Sociais.
Chile: Presidential reform committee adopted a pension reform plan for the social security system.	Technical advice and background notes provided to the executive branch of government. Participated in hearings of the Presidential Advisory Council and Parliament.

Result	ILO contribution
Honduras: National Social Security Institute extended coverage to excluded groups and improved services to beneficiaries.	Trained the tripartite council. Completed studies on the assessment of the actuarial situation and proposals to expand coverage.
Indonesia: Extended the social health insurance coverage to 76.4 million poor/near-poor households. Implemented a conditional cash transfer programme in pilot provinces.	Inputs to policy-making provided through technical assistance and reports.
Jordan: Adopted a maternity protection policy, which will serve as a starting point to amend and endorse existing legislation.	Prepared a feasibility study on the establishment of a maternity cash benefit scheme and presented it to stakeholders at a national tripartite meeting. Provided assistance in the drafting of the legislative amendments.
Lao People's Democratic Republic: Established a new decree on social security for civil servants. Extended social security scheme to provinces outside Vientiane. Implemented pilot health insurance schemes for civil servants in Vientiane Capital and Provinces.	Provided technical assistance, capacity building of social security organization staff and quantitative studies on financial, administrative and IT issues.
Lesotho: Developed and implemented the Social Security NAP.	Advice for the review of the national legal instruments in accordance with international social insurance principles.
Mozambique: Improved its policy on basic social protection (non-contributory) and social insurance.	Assistance and training on the design and implementation of the national policy and the scheme for own-account workers. Support to coordinate the implementation of the new law on social protection.
Peru: Designed an innovative programme to extend social health insurance to non-salaried workers.	Assistance to the Social Security Administration (EsSalud) to design the health insurance programme.
Senegal: Adopted the National Strategy on Social Protection and Risk Management in the third pillar of the PRSP 2. Piloted a health insurance system for informal workers in the transport sector.	Financial and technical support to the National Committee for Social Dialogue on the improvement of social protection. Contributed to the elaboration of the strategy and worked to enhance awareness and political support of related actors for the extension of protection to non-covered segments of the population. Provided a feasibility study for the implementation of two insurance schemes for the transport sector and for rural workers.
Ukraine: Ministry of Labour and Social Policy adopted a time-bound road map with a view to progressive acceptance of obligations under ILO and European social security standards.	Prepared studies on the compatibility of the Ukrainian social security legislation with ILO Conventions and the European Code of Social Security. Discussed findings in a workshop.
Viet Nam: Promulgated a comprehensive new social security law and related decrees that provide major improvements to pensions for private sector workers, new voluntary pensions and unemployment benefits.	Over a ten-year period, provided basic studies and policy recommendations. Technical advice given through consultative discussions and seminars.

150. While this indicator focused on adoption and implementation, it should also be noted that the following member States have drafted, but not yet adopted, legislation, plans or policies:

- **India:** Parliament tabled a draft Bill on social security for unorganized workers.
- **Madagascar:** Parliament is examining a framework law on the national policy on social protection focused on social assistance.
- **Sudan:** Submitted a reform plan for the consolidation of national pension schemes and improved governance through the creation of a new investment board.
- **United Republic of Tanzania:** Formulated a social protection concept paper and draft social protection institutional framework.

- **Uruguay:** Formulated a bill to extend the family allowance programme, which is with Congress for adoption.
- **Zambia:** A draft social security policy, concept note on social security reform and a draft social security bill to extend and improve social security coverage have been formulated.
- **Zimbabwe:** Developed a strategy for the extension of public health care to all. Drafted a statutory instrument for the national health insurance scheme and conducted a related publicity campaign.

Indicator (ii): Member States strengthen existing social security schemes through policies and strategies to ensure their effectiveness and sustainability

Target: Ten countries where ILO technical assistance on existing social security schemes leads to: (i) concrete proposals to improve their institutional, organizational, administrative and financial effectiveness and sustainability; and (ii) the design and implementation of their reorganization within the framework of a national social security policy.

Result: 11 countries.

Result	ILO contribution
Bangladesh: Developed a programme to implement an innovative health financing mechanism.	Supported (with other agencies) policy dialogue on health financing, assisted with programme design and prepared a feasibility study for implementation.
Bosnia and Herzegovina: Designed a pension reform proposal that maintains the social solidarity elements in the pension system and expands coverage through a minimum, tax-funded benefit.	Provided studies and technical advice on the Social Security Minimum Standards Convention, 1952 (No. 102). Held national tripartite seminars which contributed to this outcome.
Bulgaria: Adapted the social security legislation to requirements of the Social Security (Minimum Standards) Convention, 1952 (No. 102), and is discussing ratification.	Policy advice and comparative analysis for ratification of the Convention. Tripartite seminar held in 2006.
Ecuador: Submitted proposals to Parliament to reform the social security system.	Assistance on the reform proposals provided to the Commission on Reform of Social Security and Congress.
Ghana: Prepared a proposal for the extension of health insurance coverage to all children.	Provided a technical note to the National Health Insurance Council and Ministry of Health on the financial feasibility of extending health insurance coverage to various groups of children.
India: Prepared guidelines on a health insurance scheme for unorganized sector workers.	Technical inputs provided.
Jordan: Submitted a proposal to Cabinet for the ratification of the Social Security (Minimum Standards) Convention, 1952 (No. 102).	Policy advice and comparative analysis for the ratification of the Convention.
Malawi: Prepared amendments to the Workers' Compensation Act.	Technical comments on the amendments to the Act.
Peru: Elaborated and presented a proposal to reform the social security system in coordination with the Commission of Social Security of Parliament. Four main workers' organization federations elaborated a social security reform proposal.	Assistance to the Commission of Social Security of Parliament and to the four main workers' organization federations.

Result	ILO contribution
Tonga: Drafted a national retirement benefits scheme Bill for consideration by Parliament.	Assistance to design the scheme and draft the Bill.
Vanuatu: Amended regulation of Vanuatu National Provident Fund to improve the death benefit.	Made recommendations on the reform of the Fund.

151. The ILO also notes the following results in progress:

- **South Africa:** Is in the process of reforming the retirement system. Consultations with stakeholders are ongoing.
- **Uruguay:** National dialogue on the reform and modernization of the social security system is under way.
- **Argentina:** Is completing a feasibility study for the extension of social protection to the self-employed and to domestic workers.

Indicator (iii): Member States improve their capacities to combine actions on social security and safety and health in the informal economy and rural areas

Target: Five countries where ILO support leads to innovative projects, dissemination of good practices, production of tools, training and capacity building of governments, social partners and socio-economic organizations in the informal economy and rural areas.

Result: Six countries.

Result	ILO contribution
Mozambique: Improved its strategy and tools for integrating local-level social protection, occupational health and safety, and income-generating activities.	Local-level technical support and training to develop and implement integrated approaches and tools (WIND, CIARIS) linking access to social and labour protection with access to jobs.
Peru: Developed an innovative project to extend health protection, including OSH. Junta Nacional del Café (JNC) and FENTACROM trained in needs assessment and project design.	Technical support and capacity building for needs assessment and project design to EsSalud, the JNC and FENTACROM.
Philippines: Conducted OSH–WIND training for land reform communities and assisted community-based health insurance schemes. Project upscaled from three municipalities to the whole Province of Isabella.	Financial and technical support to conduct training. Assistance to strengthen micro health insurance schemes.
Senegal: Officials of the <i>Caisse nationale de sécurité sociale</i> were trained as trainers for the SOLVE Programme (workers' health promotion and well-being at work programme).	Provided knowledge, technology and training materials.
Thailand: Implemented OSH measures linked with the provision of basic health care in rural areas (in three provinces). Policy recommendations were produced based on this experience.	Prepared support studies and provided technical assistance to integrate the OSH systems in the provision of basic health services.
Uruguay: Completed a diagnostic study of social security and safety and health in rural areas.	Supplied the diagnostic study and developed a guide for the application of standards.

152. It should also be noted that the following results are in progress:

- **Azerbaijan, Uzbekistan** and several other countries in Eastern Europe and Central Asia are in the early stages of preparing occupational accident insurance schemes.

Indicator (iv): Member States test innovative approaches to integrate social protection with local development and income-generating activities in order to reduce poverty, gender inequality and social exclusion

Target: Seven countries where ILO support consists of (i) the design and implementation of field projects; and (ii) capacity building and the production of guidelines and manuals for actors at the national and local level.

Result: 11 countries.

Result	ILO contribution
Brazil: Increased the capacity of national officials and stakeholders in the development and implementation of strategies through use of a new knowledge-sharing platform to support action related to social protection and social inclusion.	Provided support for the development of the platform, which is based on the ILO's CIARIS platform, and for the networking and training of stakeholders.
Guinea-Bissau: Increased the capacity of a civil society organization to develop and implement innovative approaches for the extension of social protection and social inclusion.	Provided technical assistance and training on community-based social protection schemes in such areas as health and food security.
Hungary and Romania: Improved capacities of practitioners to implement strategies to fight social exclusion through the experimental use of CIARIS. Some excluded communities directly benefited from the use of CIARIS as a tool for empowerment and participation.	Produced Hungarian and Romanian version of CIARIS. Five micro-projects on social exclusion in Hungary and seven in Romania were designed and implemented through use of CIARIS tools.
Greece, Ireland, Italy, Portugal, Spain: Actors (including government) used CIARIS IT to implement projects against social exclusion and poverty through linking access to basic social services and local development.	Undertook five micro-projects in each member State, in partnership with the "MULTIPLICAR" project. Conducted capacity building activities on project design.
Mozambique: Improved strategy for integrating local-level social protection, occupational health and safety, and income-generating activities.	National level: Assistance and training for the design and implementation of the national policy on basic social protection and the scheme for own-account workers. Support to coordinate implementation of the new law on social protection. Support to informal economy organizations on HIV/AIDS prevention and impact mitigation. Local level: Support to develop and implement integrated approaches linking access to social and labour protection with access to jobs.
Philippines: Established the national Reintegration Centre for Overseas Filipino Workers. Drafted proposal for mobilizing migrants' remittances for local community development. Implemented second phase of a project (PhilHealth) providing coverage for organized groups of informal economy workers in local communities.	Assisted with the drafting of the proposal on migrants' remittances. Provided technical assistance and conducted the evaluation of the first phase pilot project.

Expanding coverage of the unemployed in Bahrain

Since 2004, the ILO has been working with the Government of Bahrain to provide better coverage for the country's estimated 10 per cent unemployed. The ILO conducted tripartite consultations, prepared draft legislation and completed a financial feasibility assessment of the proposed unemployment insurance scheme.

In 2006, the Government of Bahrain adopted the Unemployment Insurance Law. The legislation provides income security to entitled salaried workers who lose their jobs and provides benefits to people who are unemployed but who otherwise have no entitlement under unemployment insurance, such as young people entering the labour market.

The ILO also assisted in the drafting of the regulations for the implementation of the scheme and will provide support for the development of the scheme administration and other areas.

Outcome 3a.2: Better instruments and tools for policy analysis and formulation and good governance in social protection

Member States formulate and implement social protection policies and better manage social protection schemes, including their financial sustainability, based on ILO technical and analytical tools, knowledge base and skills.

Overview

153. The ILO continued to provide support to member States in the formulation and the implementation of social protection policies and the governance of social protection schemes. This included support for comprehensive fiscal assessments in the design and implementation of social protection policies, such as assistance with the development of a maternity benefits scheme in Jordan and an unemployment scheme in Bahrain.
154. While short-term interventions in member States have responded to demand, a more sustained intervention and holistic approach is required to provide comprehensive longer-term technical assistance. The ILO concentrated support on national reform processes in a limited number of countries, through programmes lasting several years that could become components of DWCPs, PRSPs or social protection programmes. Technical support was provided in conjunction with the capacity building of national officials and follow-up assistance, laying the basis for country ownership of programmes and tools. This required a significant amount of ongoing assistance, sometimes over months or years, which sometimes strained resources and ILO capacities.
155. Effective, efficient and sustainable social security systems require sound financial governance. The ILO continued to enhance governance tools through the Social Security Inquiry database, which opened on an experimental basis in pilot countries. A revised ILO model for the financial assessment of social protection elements was developed and will allow for a more participative approach to ILO assistance and training. Through the International Training Centre in Turin, various training initiatives strengthened the capacity of staff from social security organizations in member States to develop and administer social security schemes and to design, implement and evaluate social protection policies. The ILO also created data partnerships with the OECD and the Asian Development Bank for the collection and sharing of data, and was involved in the development of two university Masters programmes.

Indicators

Indicator (i): Member States generate comprehensive data for policy formulation, including conducting gender-sensitive surveys, and disseminate the results

Target: 20 countries.

Result: 22 countries.

Result	ILO contribution
Algeria: Generated improved data for an actuarial review and better governance of social security schemes.	Technical advice provided on data collection requirements and elaboration of the actuarial valuation model.
Argentina: Used data from administrative registries to define social security policies and for financial governance of social security schemes. Ministry of Labour, Employment and Social Security updated mortality tables for improved financial analysis of pension system.	Technical assistance to improve mortality projections and national tables.
Armenia, Cape Verde, China, Ghana, Kazakhstan, Lesotho, Malaysia, Mexico, Namibia, Peru, Thailand, Yemen, Zimbabwe: Generated statistics for an inquiry on social security.	Collected social security data for the social security inquiry and gave advice on data requirements for policy formulation.
Chile: Generated comprehensive data (including on gender-sensitive issues) for high-level policy-makers for the drafting of a new and more inclusive pension system and for financial governance of the pension system.	Technical advice on pension reform to the Presidential Advisory Council and to the Ministry of Finance.
Libyan Arab Jamahiriya: Social Security Fund of Libya improved governance by enhancing a database on scheme members.	Provided a technical note, as well as advice and capacity building for Social Security Fund staff.
Mozambique: The Social Insurance System and Social Assistance System improved their capacities for the generation of social security statistics.	Assisted in the formulation of the framework for data collection on social security and analysis of the data.
Philippines: Conducted a social security needs assessment survey for informal economy workers.	Provided financial assistance and technical supervision.
Senegal: Social security schemes and national institutions generated data for the evaluation of the social protection environment for policy formulation.	Completed the Social Protection Expenditure and Performance Review.
United Republic of Tanzania, Zambia: Social security schemes and national institutions generated data for the evaluation of social protection environment and for policy formulation.	Supported data collection on government and non-government social protection as a precursor to a social protection expenditure and performance review, and a social budget.

Indicator (ii): Member States conduct tripartite consultations on the state of socio-economic security and generate recommendations for social policy formulation

Target: Ten countries.

Result: Not applicable.

- 156.** The InFocus Programme on socio-economic security was discontinued at the beginning of the biennium. Those elements of the Programme's work that continued in 2006–07 are reflected under the other indicators for this outcome.

Indicator (iii): Member States adopt new tools and enhance national capacity for good governance through capacity-building programmes for staff of social security institutions, social partner organizations and government ministries

Target: 15 countries.

Result: 27 countries.

Result	ILO contribution
Albania: Social Insurance Institute adopted and is implementing action plans to improve operations and scheme governance.	Translated the <i>ILO social security governance handbook</i> and the <i>ILO social security inquiry manual</i> into Albanian and used them at a training seminar for the tripartite governing board of the Institute.
Argentina, Paraguay, Uruguay: Trained social partners (workers) to improve their capacity to participate in social security debates and policy-making.	Conducted seminars and technical meetings through two ILO projects.
Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal, Togo: Enhanced capacity of officials from public institutions and social partners to promote social protection in health. Submitted a draft project on the regulation of mutual health insurance schemes for adoption by the Committee and Council of Ministers of West African Economic and Monetary Union (WAEMU–UEMOA).	Provided technical support for the assessment and recommendations done by social partners, government and civil society. Enhanced the capacities of officials. Supported the inclusion of gender analysis in feasibility studies conducted on health insurance schemes.
India, Kenya, Niger, Oman, Sierra Leone, United Republic of Tanzania, Zambia, Zimbabwe: Enhanced capacity of staff of social security institutions for good governance.	Training of staff through the ILO–University of Maastricht's Masters in Social Policy Design and Masters in Social Policy Financing.
Bosnia and Herzegovina: Social partners developed proposals to improve scheme governance.	<i>ILO social security governance handbook</i> translated into Bosnian. Social partners drew on good practices from the handbook in developing proposals.
Democratic Republic of the Congo: Enhanced awareness on the part of social partners and the Government on issues related to the extension of social security to all.	Analysis of the legal framework of mutual associations. Study on the cost and utilization of health care to improve financial access. Creation of a permanent thematic think-tank group on issues related to mutual health organizations.
Ghana: Ministry of Health and the National Health Insurance Council used the health budget model and enhanced national capacity for governance of the Health Insurance System.	Developed the health budget model in consultation with national stakeholders. Provided capacity building through on-the-job training.
Lao People's Democratic Republic: Enhanced the capacity of government officials on the planning and financial management of social security schemes.	Capacity building through tailor-made training tools and technical assistance. Delivered an ILO technical report.
Rwanda: Enhanced capacity to promote mutual health organizations.	Established a system of computerized indicators and management tools for the network of mutual health organizations. Supported the relevant technical unit in the Ministry of Health.

Result	ILO contribution
Thailand: Government social security institutions adopted elements of the ILO's social budget modelling approach and drafted the first health-care financial model.	Technical support to establish and use the model, which was enhanced by four fellowships (EU-financed) to Thai citizens.
Uruguay: Enhanced knowledge of national stakeholders on the use of the social budgeting tool for good governance and policy development.	Capacity building and technical assistance workshop for 30 national stakeholders.

157. It should also be noted that:

- The following countries conducted tripartite meetings or seminars related to social security: Fiji, Indonesia, Kiribati, Samoa, Solomon Islands, Vanuatu.
- The Philippines held a conference on extending social health insurance for the informal economy.

Indicator (iv): Member States take action to improve governance of social protection schemes or maintain good standards of governance

Target: 15 countries.

Result: 14 countries and two regional groups.

Result	ILO contribution
Chile: Ministry of Finance applied the ILO actuarial model for pension reform simulations and projections. Improved the ability of key staff to use the model.	Developed the projection model for Chile. Provided financial analysis of the pension reform proposal and on-the-job training of Ministry of Finance staff.
China: Provinces began actuarial evaluations of their pension systems. Enhanced actuarial capacity of staff from the Ministry of Labour and Social Security/Social Insurance Administration.	Provided technical assistance in the development of the actuarial model and capacity building of staff.
Cyprus: Department of Social Insurance completed a financial analysis of the different proposed reform scenarios for the Cyprus Social Insurance Scheme.	Assisted in the development and financial analysis of the reform scenarios and provided training.
Ghana: Audited the actuarial valuation of the Social Security and National Insurance Trust to improve governance of the scheme.	Assisted with the peer review and certification of the actuarial valuation report produced by the national actuaries.
Greece: Greek National Actuarial Authority (NAA) is improving its capacity for the actuarial valuation of public pension schemes.	Technical assistance in organizing data collection, analysis and the preparation of the actuarial model. Trained staff from the NAA in the development and use of financial evaluation tools.
Jordan: Social Security Corporation completed an intermediate actuarial valuation and cost estimation of proposed reform options.	Performed the actuarial valuation, conducted an administrative audit and provided capacity building to improve the actuarial expertise of the Social Security Corporation.
Kuwait: Kuwait Public Institution for Social Security completed an actuarial valuation of its schemes.	Performed the actuarial valuation and made recommendations on improving benefits and financial governance.
Netherlands (Aruba): The Social Insurance Bank of Aruba recommended that the Government increase the contribution ceiling and introduce a phased increase of pension age to 65.	Provided ad hoc technical support, following up on technical assistance provided by the ILO since 2003. Provided analysis of the reform scenario.

Result	ILO contribution
Nicaragua: The Social Security Institute of Nicaragua adopted the ILO's actuarial model and completed a financial analysis of reform options to ensure good governance.	Technical assistance for the development of the actuarial model and the financial evaluation of the scheme and reform proposals.
Nigeria: Nigeria Social Insurance and Trust Fund undertook an actuarial valuation to enable financial analysis of the transition to the newly defined contributions scheme.	Assisted with actuarial assessment of Fund-accrued liabilities under the new pension scheme and made financial recommendations.
United Republic of Tanzania: Public Service Pension Fund actuaries undertook actuarial valuation of the scheme and were trained in valuation techniques. Policy-makers increased their awareness of public expenditure trends for status quo provisions with a view to reforming the social protection system.	Provided six weeks of training, on-the-job actuarial valuation of the Fund and submitted a technical note.
Thailand: Reviewed the Workmen's Compensation Scheme. Actions taken to implement recommendations of the actuarial report submitted to the Social Security Office.	Actuarial advice provided with respect to the Thailand Industrial Classification.
Trinidad and Tobago: The National Insurance Board amended its legislation to implement adjusted contribution rates, earnings classes for career salary indexing pension calculation and indexing of pensions. The minimum retirement pension was significantly increased.	Provided the actuarial valuation of the national insurance system, recommendations for improving implementation and financial governance, and capacity building of officials. Completed an administrative audit and feasibility study. Orientation paper was presented by the Government to national stakeholders.
Tunisia: The Social Security Scheme and the Centre for Research on Social Security used the ILO's actuarial model.	Provided technical advice on the actuarial analysis and development of the actuarial model.
ASEAN countries: Various member States signed and adopted the ASEAN Declaration on the Protection and Promotion of the Rights of Migrant Workers.	Provided technical assistance within the framework of a migration project for Asia.
Caribbean islands: CARICOM heads of social security institutions increased their awareness and knowledge of employment injury protection through public and private insurance for the reform of their respective national systems.	Provided assessment analysis, recommendations and a review of international best practices for the CARICOM meeting.

Indicator (v): Member States in crisis maintain a minimum level of protection for affected populations

Target: Three countries.

Result: Three countries.

Result	ILO contribution
Iraq: Drafted a law to establish a new social security system to replace emergency cash transfers.	Legal and policy advice and tripartite capacity building to establish the new social security system in accordance with ILO standards and principles.
Nepal: Increased the old-age allowance, including to affected populations.	ILO study confirmed the financial viability of basic cash transfers to vulnerable segments of the population.
Sri Lanka: Reviewed the NPA for social security to ensure relevance to the poor and vulnerable (including tsunami-affected) population.	Collaborated with the World Bank on the social security review, which included proposals for provisions to affected populations.

Governance of social security in Trinidad and Tobago

In 2007, the ILO completed the Seventh Actuarial Review of the National Insurance System of Trinidad and Tobago (NIBTT). The system has approximately 461,870 active contributors, representing about 72 per cent of the working population (only the employed are covered at present).

The actuarial valuation allowed scheme managers to ascertain the long-term financial health of the scheme and made recommendations for improvement. The project applied the ILO's pension valuation model in full collaboration with the senior actuary of the NIBTT, who is now fully trained in the use of the ILO's model. ILO recommendations were largely accepted by the NIBTT and submitted to the Government for approval.

In conjunction with the review, policy measures and options were developed for the proposed extension of social security to the self-employed. The proposal covers legislation (based on scheme regulations and existing labour law), administration and financial advice related to the extension.

Operational objective 3b: Effective labour protection

ILO constituents develop and implement labour protection policies and programmes at national and enterprise levels in both the formal and informal economy.

Outcome 3b.1: Improved labour protection within the formal and informal economy

Constituents strengthen their policies and enhance their capacity to implement principles and rights embodied in international labour standards to promote better conditions of work and employment and safety and health.

Overview

- 158.** The development and implementation of OSH standards formed an important component of ILO work during the biennium. This included the adoption of the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), which represented a key development towards the promotion of a preventative safety and health culture in countries. The Convention received international support at the ASEAN Plus Three Labour Ministers' Meeting (2006) and through the newly adopted EU OSH Strategy. Extensive technical support was provided to strengthen the capacity of constituents to implement the Convention through tripartite workshops in the Arab States and in Asia.
- 159.** At the country level, an increasing number of national OSH profiles were developed, indicating that member States had initiated implementation of the Convention. The 16 ratifications of OSH Conventions and wide involvement (over 100 member States) in the World Day for Safety and Health at Work were also positive signs that showed the willingness of member States to take action.
- 160.** Extensive technical support was devoted to the reinforcement of the capacity of labour inspectorates. Training was conducted in most South-East European countries and manuals for labour inspectors were translated into local languages. In Kazakhstan and Latvia, audits of labour inspectorates resulted in major reforms of inspection systems. As a follow-up to the March 2006 Governing Body discussion (GB.297/ESP/3) on issues and possible action related to labour inspection, an international strategy to support the modernization of labour inspection will be developed.
- 161.** Although there is evidence that ILO strategies are leading to positive results, the main challenge remains obtaining the commitment of government authorities to take steps to progressively achieve safe and healthy working environments. Strong mobilization of

constituents, through national dialogue and the commitment of the highest decision-making authorities, is required to support ILO efforts and facilitate resource mobilization.

- 162.** ILO work was supported by an extensive programme of research on working and employment conditions that provided comprehensive and comparative information on key issues. Advocacy and policy advice based on this research was offered in different forums at national and international levels and disseminated to ILO constituents. Research included a comprehensive project examining globalization in Asia and the Pacific and a new Global Report, *Working time around the world*, which provided the first-ever comparative analysis of laws, actual hours and working time policies in 50 countries. The widely used WISE methodology was updated, while the WIND methodology was further developed and expanded into new areas.

Indicators

Indicator (i): Member States increase their knowledge base of key principles and rules embodied in specific Conventions and Recommendations on conditions of work and employment and improve national safety and health systems

Target: 32 countries.

Result: 42 countries, one territory and two regions (some are listed under more than one category).

- 163.** The Promotional Framework Convention on Occupational Safety and Health and its accompanying Recommendation, adopted in June 2006, promotes, among other things, the development of national OSH programmes and preventative measures to create safer and healthier workplaces. This formed the basis on which actions were conducted as follows:
- Seventeen countries and one territory developed national OSH profiles: Algeria, Azerbaijan (updated), Barbados, Bosnia and Herzegovina, Bulgaria, Cambodia, The former Yugoslav Republic of Macedonia, Gabon, Jamaica, Lao People's Democratic Republic, Republic of Moldova, Montenegro, Romania, Serbia, Suriname, Uzbekistan (updated), Trinidad and Tobago as well as in Kosovo (Serbia).
 - Eighteen countries and two regions increased their knowledge base related to ILO Conventions and related issues: Afghanistan, Burkina Faso, Peru, Zambia (No. 187); China (No. 155, working time, wages, maternity protection); Croatia (No. 183); Egypt, Ethiopia (No. 187); Republic of Moldova (No. 181); Montenegro (No. 183); Niger (No. 187, wage issues); Seychelles (No. 187); Slovenia (No. 183); Sri Lanka, Viet Nam (wage issues); Sudan (Nos 170 and 187); Togo (No. 187); Tunisia (working time); Arab States region (No. 187); Asia region (No. 187, WISE, WIND).
 - Ten countries increased their knowledge base on OSH issues for a particular sector: China (coal mining); Eritrea (mining); Ethiopia (floriculture, cotton and textile); Gabon (oil industry); Kenya, Saudi Arabia (prevention of major industrial accidents); South Africa (construction sites); United Republic of Tanzania, Uganda (construction); Uruguay (forestry).
 - Four countries increased their knowledge base related to ILO-OSH 2001: Indonesia, Mauritius, Uzbekistan, Viet Nam.

164. Specific examples for this indicator include:

Result	ILO contribution
Bosnia and Herzegovina: National OSH profiles developed and agreed upon on a tripartite basis. Ongoing process for the adoption of the profiles and the national OSH programme. OSH acts adopted in FBiH and drafted in Republika Srpska.	Extensive review and comments on both draft OSH Acts. Participation in tripartite workshops to discuss principles of modern OSH law. Technical and financial support for drafting of OSH profiles.
China: The employers' organization in China (CEC) increased their knowledge base regarding working and employment conditions, including working time, wages and maternity protection.	Organized and conducted a training workshop for enterprise managers and workers' representatives from CEC member companies using newly developed training modules for improving working and employment conditions.
Croatia, Montenegro, Slovenia: Enhanced understanding of maternity protection Conventions by workers' organizations. Enhanced capacity to develop key messages to campaign for better maternity protection, undertake national ratification campaigns and promote improved implementation of existing maternity protection. Workers' organizations started national campaigns for the ratification of the Maternity Protection Convention, 2000 (No. 183).	Provided training workshop Convention No. 183 to representatives from the women's desks of workers' organizations from South-Eastern Europe.
Cambodia: National OSH profile/programme prepared on a tripartite basis. National OSH systems strengthened by incorporating OSH Conventions and recent OSH experiences in Asia. National OSH Day launched.	Advice on the drafting the national OSH profile and programme. Trained government officials, and employers' and workers' groups on key ILO-OSH instruments.
Cuba: Workers' organizations trained OSH specialists for complementary labour inspection functions. Specialists (workers' organizations) and technicians/inspectors from the Labour Ministry started to introduce ILO guidelines into their own training programmes for high-risk sectors (construction, agriculture, electricity).	Two training seminars on safety and health in the workplace organized for the Cuban Workers' Federation and inspectors from the Labour Ministry, using ILO guidelines on OSH management as a key reference.
Lao People's Democratic Republic: National OSH profile finalized and published.	Organized a series of tripartite workshops and consultation meetings to develop the national OSH profile and programme. In cooperation with ITC Turin, provided information on Convention No. 187, key OSH instruments and on national OSH programme development in other Asian countries.
Seychelles: Compiled national OSH profile in consultation with employers' and workers' organizations and drafted a national OSH policy and programme.	Extensive ILO technical and financial assistance. National tripartite workshop organized and continuous advisory services provided in the drafting of the profile, policy and programme. Ratification of Convention Nos 155, 161 and 152 in 2005 led to the compilation of the OSH national profile and facilitated drafting of the policy and programme.
Tunisia: Increased the knowledge base of the ILO's tripartite constituents concerning working time flexibility and its potential application in the textile and apparel manufacturing industry.	Organized two tripartite workshops. Made presentations and facilitated dialogue between the Government and social partners.
Viet Nam: Increased the knowledge base of the Ministry of Labour regarding wage issues and particularly minimum wages.	Conducted a seminar on minimum wage policy and held a technical consultation meeting.
Arab States region: Enhanced understanding of the principles and rules embodied in Convention No. 187 and improved implementation capacity of constituents. Strengthened the international OSH information centres network. Improved the capacity of constituents to process and use OSH information at the national and enterprise level.	Tripartite workshop held on the promotion of Convention No. 187 and related instruments. Training workshop held on OSH information processing for existing and potential OSH information centres in the region.

Result	ILO contribution
Asia region: Increased the knowledge and capacity of a network of organizations to use WISE and WIND to improve working conditions and productivity in the formal and the informal economy. Enhanced understanding of the principles and rules embodied in Convention No. 187. ASEAN is developing national OSH strategies and programmes in line with Convention No. 187.	Convened a regional meeting to present and discuss national experiences in implementing participatory approaches to improve working conditions and productivity. Provided technical assistance for capacity building through a subregional workshop on the OSH framework.

165. It should also be noted that:

- The development of OSH profiles or situation analysis is in progress in: Bahamas, Barbados, Chile, China, Costa Rica, Cuba, Chile, Dominican Republic, Ethiopia, Guatemala, Jamaica, Jordan, Mexico, occupied Arab territories, Suriname, Trinidad and Tobago, Tajikistan and Tunisia.
- The establishment of national OSH programmes according to Convention No. 187 is in progress in: Albania, Bulgaria, Croatia, The former Yugoslav Republic of Macedonia, Indonesia, Republic of Moldova, Montenegro, Romania, Serbia, Seychelles, the Asia region and in Kosovo (Serbia).
- The worldwide network of international OSH information centres was strengthened, including the improved capacity of member States to process, disseminate and use OSH information.
- An ILO–European Commission project led to a tripartite conference that increased the knowledge base regarding a broad range of working and employment conditions in the 27 EU Member States, plus Croatia.

Indicator (ii): Member States use ILO tools to improve working conditions and the quality of working life, particularly in the informal economy and rural areas

Target: Eight countries.

Result: 12 countries.

166. Please note the following programme acronyms used in this section:

WISE – Work improvement in small enterprises

WIND – Work improvement in neighbourhood development

WISH – Work improvement for safe home

WISCON – Work improvement in small construction sites

Result	ILO contribution
Albania: Improved its capacity to use WISE and improved productivity through upgraded working conditions in handicraft workshops.	Ran a “train the trainers” course for 30 women entrepreneurs, one labour inspector and five trainers from a vocational training school and NGOs. Translated WISE materials.
Cambodia: Extended training activities to small enterprises, construction sites, informal economy workplaces and agriculture through use of WISE, WISH and WISCON.	Provided advice and training on participatory, action-oriented training methods. Trained OSH and health trainers and integrated HIV/AIDS into the training programme.

Result	ILO contribution
Kyrgyzstan: Approved the tripartite National OSH Programme for agriculture as a part of the modernization of the national OSH system.	WIND programme work led to tripartite recognition of OSH problems and the preparation of the national programme.
Lao People's Democratic Republic: Trained OSH trainers for small enterprises and construction.	Officials attended ILO/Republic of Korea fellowship training for national programme. Trained OSH trainers using the WISE and WISCON programmes.
Republic of Moldova: Improved the ability of small farmers on cooperatives to assess working conditions.	Developed and printed (in cooperation with an EC project) a local version of the WIND training manual. Trained trainers, who are now promoting the WIND methodology.
Mongolia: The Mongolian Employers' Federation trained trainers in OSH for small enterprises, home workplaces, construction and agriculture using WISE, WISH, WISCON and WIND programmes.	Organized follow-up workshops for trainers and provided three days of advanced training. Introduced new WISE materials.
Morocco: Tripartite constituents used WISE-related training materials to improve working conditions and increase productivity.	Guidance on the development and adaptation of training materials. Involved in a training of trainers workshop.
Philippines: Agrarian Reform Communities implemented WIND methodology.	Support to the Department of Agrarian Reform. OSH officials attended ILO/Republic of Korea fellowship training on the national OSH programme and participatory OSH training methodologies. ILO trained OSH trainers.
Senegal: Adapted the WIND methodology, which was then used by rural economic development associations.	Assisted with the adapting of WIND materials.
Tajikistan: Through the "Honey" project, established a bee-keepers' centre to provide training on WIND. WIND actively promoted by the employers' organization.	Capacity building of employers' organization, through use of WIND manual, ILO vocational training and SIYB methodology.
Uzbekistan: Developed a modular training course for farmers, based on WIND, and organized regional training courses.	Provided advice and participated in the promotion of the training programmes and regional courses.
Viet Nam: Established the WIND farmer volunteer system at provincial level to sustain the WIND training activities.	Assistance in organizing training and knowledge sharing workshops.

167. It should also be noted that:

- **Democratic Republic of the Congo:** The Ministry of Mining is developing a strategy to adapt and use WISE methodology.
- **Mozambique:** Is developing a strategy for the adaptation and use of the WIND methodology by LED associations.

Indicator (iii): Member States ratify and apply ILO standards on safety and health, labour inspection and conditions of work and employment, including wages, working time and reconciling work and family

Target: 25 countries.

Result: 41 countries (some are listed under more than one category).

168. Sixteen countries ratified ILO Conventions: Algeria (Nos 155 and 167), Argentina (No. 184), Armenia (Nos 14 and 132), Brazil (Nos 167 and 176), Central African Republic (No. 155), China (No. 155), Dominican Republic (No. 170), Japan (No. 187), Kazakhstan (No. 167), Lebanon (No. 170), Republic of Moldova (No. 132), Montenegro (Nos 14, 106,

13, 45, 119, 136, 139, 148, 155, 161 and 162), New Zealand (No. 155), Paraguay (No. 156), Syrian Arab Republic (No. 170), Trinidad and Tobago (Nos 81 and 150).

- 169.** Seven countries adopted new legislation: Bosnia and Herzegovina, Fiji, The former Yugoslav Republic of Macedonia, Mexico, Kiribati, Serbia, Uganda.
- 170.** Sixteen countries improved labour inspection through training of inspectors and/or use of ILO tools: Albania, Bosnia and Herzegovina, Bulgaria, Cuba, Croatia, Egypt, Fiji, Lao People's Democratic Republic, the Republic of Moldova, Montenegro, Romania, Saint Vincent and the Grenadines, The former Yugoslav Republic of Macedonia, Uzbekistan, Ukraine, Viet Nam.
- 171.** Three countries introduced OSH management systems: Armenia (in selected enterprises), Kazakhstan (in national programme), Russian Federation (ILO–OSH 2001 in four enterprises). An international standard identical to ILO–OSH 2001 was adopted in the Russian Federation and ten CIS countries.
- 172.** Four member States improved national policies or strategies: Costa Rica, Dominican Republic, Guatemala, Nigeria (adopted a new policy).
- 173.** Four member States established mechanisms to improve national OSH systems: Algeria (new national OSH institute), Serbia (new directorate), Sri Lanka (integrated labour inspection system).
- 174.** Six member States developed national plans or programmes: China, Kazakhstan, Lao People's Democratic Republic, Mongolia, Thailand, Viet Nam.
- 175.** Specific examples for this indicator include:

Result	ILO contribution
China: National five-year plans on work safety and on occupational health were developed. Ratified the Occupational Safety and Health Convention, 1998 (No. 155), leading to enhanced consultations, dialogue and improved coordination in OSH among relevant agencies.	Tripartite workshops held on OSH and international labour standards requirements. Technical memorandum on draft Labour Contract Act prepared and presented. Tripartite workshop on OSH inspection conducted. Training organized to promote national OSH framework. Organized workshops or training on workplace occupational health inspection, risk assessment and risk management in coal mines.
Fiji: New labour legislation on OSH reduced industrial accidents and is expediting workers' compensation claims. A number of factory inspectors have undertaken training upgrading, including graduate and postgraduate degrees in Australia.	Technical advice, including a paper on workers' compensation and comments on the Act. Organized a workshop on chemical safety.
The former Yugoslav Republic of Macedonia: New OSH law adopted on a tripartite basis. Capacities of labour inspectors enhanced to assess working environment for OSH risks, with more efficient and effective inspections through use of ILO tools. Workers' organizations are developing training plans.	Extensive review and comments on draft OSH act provided to both the Government and workers' organizations. Translation and printing of ILO's <i>A toolkit for labour Inspectors</i> and ILO training materials for workers' organizations.
Kazakhstan: Introduction of OSH management included in the National OSH Programme. Ratification of the Safety and Health in Construction Convention, 1988 (No. 167). Labour inspection being reorganized on the basis of ILO audit.	Conducted consultations for the OSH law and national OSH Profile, which ultimately led to the National OSH Programme. ILO advice, Convention and code of practice on construction used for campaigns and video materials. Consultations and two seminars on Conventions Nos 167 and 187 and ILO–OSH 2001. The recommendations of ILO labour inspection audit approved. ILO advice partly taken into account in the new Labour Code
Lao People's Democratic Republic: First national OSH programme adopted. Inspectors strengthened their inspection skills for manufacturing enterprises and construction sites.	Programme adopted as a result of technical support provided for the drafting and adoption of the national OSH profile. Inspectors trained to use WISE and WISCON on small construction sites.

Result	ILO contribution
Mongolia: The State Professional Inspection Agency developed a manual for integrated labour inspection and drafted an enforcement policy. National OSH action plan adopted, OSH profile published and national OSH programme implemented. Ministry of Social Welfare and Labour is revising draft OSH legislation to reflect the standards of the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).	Comments on OSH law submitted to national authorities. Technical inputs for labour inspection and national OSH programme provided. ILO labour inspection audit led to development of manual.
Serbia: New law on labour inspection adopted. Labour inspectors are using ILO methods and tools to assess work environments for OSH risks. A new directorate on OSH was established to oversee the new national OSH policy.	Review and comments on draft labour inspection law provided. Translation and printing of a local version of the ILO's <i>A toolkit for labour inspectors</i> . Directorate on OSH established as result of an earlier project on development of a labour inspectorate. Translation and printing of ILO code of practice on safety and health in the iron and steel industry.
Dominican Republic: National OSH policies and strategies improved. Ratified the Chemicals Convention, 1990 (No. 170).	Delivered numerous products (national OSH profiles and surveys on working conditions) and supported the development of national systems of recording and notification. Support for national OSH programmes in agriculture and training activities for tripartite constituents.
Nigeria: Adopted a national OSH policy.	Provided technical inputs and guided constituents, partners and other stakeholders in the drafting of the OSH policy, using relevant ILO Conventions/Recommendations.

176. The ILO also notes the following work in progress:

- Three countries are drafting, revising or finalizing legislation: Mongolia, Thailand, Sri Lanka.
- One country is in the process of approving legislation: Thailand.

New OSH standards for enterprises in CIS countries

Efforts to address health and safety issues at the enterprise level in the CIS were advanced by the adoption of a new intergovernmental standard on OSH (GOST 12.0.230-2007) in 2007. The new standard is identical to the ILO–OSH 2001 standard, which provides guidelines and practical measures for application at both national and organizations levels, and has been approved in the Russian Federation and ten other CIS countries. The ILO–OSH 2001 standard has been introduced in four Russian pilot enterprises, Kazakhstan's national OSH programme and in selected enterprises in Armenia.

Outcome 3b.2: Tripartite action on labour migration

Constituents increase their participation in the formulation and implementation of effective rights-based and gender-sensitive policies and practices for the management of labour migration in line with the conclusions of the 2004 ILC.

Overview

177. The strategy statement of the Programme and Budget for 2006–07 identified gaps in policies affecting labour migration. Consequently, ILO migration-related work focused on achieving a greater policy coherence to attain desired outcomes. The main aspects of this work and its related outcomes were:

- the development and enhancement of administrative and institutional capacities in the Ministries of Labour of Jordan and Nigeria to better manage labour migration;

- initiation of processes to involve social partners in consultations on migration policy formulation;
- achieving the ratification of the Migration for Employment Convention (Revised), 1949 (No. 97) and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143) in six member States, and ratification of the UN's International Convention on the Protection of the Rights of All Migrant Workers and their Families;
- achieving the commitment of destination countries to actively tackle discrimination against migrants (France and Sweden); and
- the development of tools to assist member States in labour migration policy formulation, such as the Handbook on Establishing Effective Labour Migration Policies in Countries of Origin and of Destination, which analyses effective policies and practices and draws upon specific examples to guide policy formulation.

178. Labour migration is acquiring increasing importance in a globalizing world, and many countries have asked the ILO to assist in developing institutional capacity to better manage these flows. The varying context in which migrations occur requires that policies be adapted to each particular situation. Accordingly the results achieved vary according to each country. To help address this, ILO constituents adopted the ILO Multilateral Framework on Labour Migration. This policy tool supports member States in formulating effective labour migration policies by offering a set of non-binding principles and guidelines that emphasize a rights-based approach.

179. New issues are emerging to which the ILO needs to improve its ability to respond. Research is in progress on migrant workers in the informal economy. The ILO is also starting to develop its knowledge and research to better address management of temporary migration. A supplement to the Labour Force Survey has been developed to collect more comprehensive data on migration and was implemented in three member States.

180. It is likely that the numbers of countries requesting policy assistance will increase and stretch currently available resources. More modest targets and better coordination of work within the Organization will be required to respond to this.

Indicators

Indicator (i): Member States establish policies and programmes for the protection of the rights and equal treatment of migrant workers, and against their trafficking

Target: 20 countries where ILO policy advisory services and technical assistance has led to development of institutional and administrative capacity and specific interventions for the protection of migrant workers.

Result: 20 countries.

Result	ILO contribution
Afghanistan: The Ministry of Labour, Social Affairs, Martyrs and Disabled (MoLSAMD) launched a Temporary Labour Migration Programme, and licensed one recruitment agency.	Assisted the establishment of a labour migration unit in the MoLSAMD. Translated the ILO migrant workers Conventions and the ILO Multilateral Framework on Labour Migration. Conducted training seminars and organized a study tour to the Philippines for officials from the MoLSAMD, the Ministry of Foreign Affairs and the Ministry of the Interior.
Albania: Ratified the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143) and the International Convention on the Protection of the Rights of All Migrant Workers and their Families. Strengthened capacity of constituents to develop gender-sensitive migration policies and address the employment needs of actual and potential victims of trafficking.	Provided comments and advice on legislation related to immigration and private employment agencies. Developed training manuals and conducted workshops on migration management and reporting on Conventions Nos 97 and 143. Translated ILO training materials and guides.
Argentina: Ratified the International Convention on the Protection of the Rights of All Migrant Workers and their Families.	Consultation and promotional activities on the ratification of international standards.
Armenia: Ratified the Migration for Employment Convention (Revised), 1949 (No. 97) and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143). Implemented a Labour Migration Statistical Module to collect data on migration for policy formulation.	Involved in follow-up consultations (based on earlier work) with the Department of Migration and Refugees. Developed and applied the supplementary module (on migration) to the Labour Force Survey.
Ecuador and Egypt: Implemented a Labour Migration Statistical Module to collect comprehensive data on international migration to assist in policy formulation.	Developed and applied the supplementary module (on migration) to the Labour Force Survey.
Indonesia: Adopted and implemented national plans to combat forced labour and trafficking. Non-governmental organizations, migrant workers' organizations and government agencies (affiliated with the Consortium for the Defence of Indonesian Migrant Workers, Kopbumi) provided paralegal services and business training to migrant workers and their families.	Carried out studies to review policy and legislation for the preparation of national plans of action and better implementation of local ordinances to protect migrants. Trained organizations working with migrant workers in selected districts.
Jordan: Ministry of Labour established a Migration Department.	Provided policy advice on achieving coherence in the governance of labour immigration, including defining the structure of the Migration Department, outlining its various functions and establishing terms of reference for the operations of the units constituting the Department.
Kazakhstan: Drafted "Migration Policies of the Republic of Kazakhstan for 2007–15", and submitted it to Cabinet.	Provided advice and comments on drafting the migration policies concept note.
Lao People's Democratic Republic: Improved the capacity of the Government and social partners to ensure safe and equal treatment of labour migration, transparent recruitment processes and equal treatment of migrant workers.	Developed training and advocacy materials for constituents on international labour standards and the rights and protection of migrant workers. Contributed technical advice and to awareness-raising on rights-based approaches at consultative meetings and seminars supported by the ILO.
Lebanon: Established a steering committee on the protection of migrant domestic workers. The committee is chaired by the Ministry of Labour and includes representatives from ministries, UN agencies, non-governmental organizations and civil society.	Technical advice, awareness-raising campaigns and training workshops. A booklet on the rights of domestic migrant workers is being finalized.
Mauritania: Ratified the International Convention on the Protection of the Rights of All Migrant Workers and their Families. Consolidated the national tripartite consultative committee on labour migration.	Technical cooperation, research, advisory services and policy elaboration with the Government and social partners on the regulation of labour migration. Provided specific advice towards the ratification of relevant Conventions. Held a tripartite national seminar to discuss the implementation of research and policy recommendations.

Result	ILO contribution
Republic of Moldova: Developed a National Referral System for Protection and Assistance of Victims of Trafficking in Human Beings. Drafted an NAP to prevent and combat trafficking and an action plan on implementation of the Migration for Employment Convention (Revised), 1949 (No. 97).	Contributed technical advice and linking of the referral system to vocational training and microcredit services. Facilitated meetings of working subgroups, provided draft proposals for inclusion and organized public debates to discuss the NAP. Set up and facilitated meetings of an expert group on labour migration.
Nigeria: Ministry of Labour and Productivity established a migration desk to manage emigration and immigration.	Provided advice on achieving policy coherence in the governance of migration, including defining the structure of the migration desk, outlining its various functions and establishing terms of reference for the operations of its units.
Philippines: Ratified the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143).	Took part in advisory consultations with the Ministry of Labour, based on earlier information and promotional activity related to the ratification of ILO migrant worker Conventions.
Tajikistan: Ratified the Migration for Employment Convention (Revised), 1949 (No. 97) and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143).	Conducted awareness-raising campaigns on Conventions. Assisted with translation of the Convention. Provided policy advice.
Thailand: Strengthened the capacity of the Federation of Trade Unions to assist Myanmar migrant workers and their workers' organizations, as a follow-up to the Phuket Declaration.	Training modules on labour migration policy and management translated and adapted. Organized training to build capacities and increase collaboration of employers' and workers' organizations in Thailand and Myanmar.
Ukraine: Ratified two EU instruments on migration and adopted an NAP. Strengthened the capacity of the Public Employment Service and of social partners to address irregular migration.	Capacity building workshops and round tables for constituents on migration and ILO instruments. Advice on migration provided to the Public Employment Service. Pilot activities implemented on vocational training and employment creation. Seminars held to build the capacity of employers' and workers' organizations to address migration issues.
Uganda: Adopted national regulations on the recruitment of Ugandan migrant workers for employment abroad (Regulations 2005–06).	Convened a national tripartite and inter-ministerial consultative committee on migration, which served as a focal point for developing national policy and legislation in the context of relevant international Conventions on migrant workers.
Zimbabwe: Established an inter-ministerial committee on migration.	Drafted a project proposal. Support provided to design the network to link recruitment centres to the Ministry of Labour and identify and provide the required hardware and software.

181. The following related results that form the basis for future interventions should also be noted:

- **France:** Ministry of Employment plans to establish further measures to prevent discrimination in employment regarding migrants and people of immigrant origin.
- **Ireland:** Included a strong commitment on discrimination and integration in the new National Social Partnership Accord on social partner–government policy cooperation.
- **Sweden:** Minister of Integration plans to establish new measures to prevent discrimination in employment.

New Migration Desk established in Nigeria

The Nigerian Ministry of Labour and Productivity requested the ILO's assistance in assessing its current legal and administrative mechanisms for migration management. Based on the ILO's recommendation, Nigeria established a Migration Desk. Its main functions are to improve migration administration, by regulating the role of private employment agencies, promoting social dialogue in policy formulation, developing labour administration and inspection procedure and effective enforcement mechanisms. The department will develop a statistical information system and conduct analysis, and will also provide policy briefs to the Minister to ensure that migration is taken into account along with larger labour and employment policy considerations.

Outcome 3b.3: National plans for combating HIV/AIDS in the world of work

Constituents take action to alleviate the socio-economic impact of HIV/AIDS in the world of work.

Overview

- 182.** Technical cooperation activities and projects were active in over 70 countries in all regions and generated tangible results. The mainstreaming of HIV/AIDS into other ILO programmes and “joint ventures” produced concrete outcomes, such as the training of labour judges in Africa (English and French-speaking countries) on legal issues relevant to HIV/AIDS. Capacity building in enterprises and the public sector was also a major focus, and helped to put global principles into practice and provide entry points for social dialogue.
- 183.** The ILO strengthened its advocacy on addressing HIV/AIDS at and through the workplace, in close collaboration with its tripartite constituents, UN partners and other non-UN stakeholders.
- 184.** For instance, a new collaboration was launched with the AU to help draft a workplace policy on HIV/AIDS and the world of work. Active participation in international forums on HIV/AIDS also promoted workplace involvement and mobilized resources; two major new projects started in 2006–07.
- 185.** Collaboration with other ILO units and with UNAIDS, produced new tools, including: Employers’ organizations & HIV/AIDS, Global reach: how trade unions are responding to AIDS – Case studies of union action, manuals for labour inspectors and judges, and guidelines for small and medium-sized enterprises (SMEs). Work also began on the development of a new standard, in preparation for a 2009 ILC discussion.
- 186.** Ensuring that workplaces contribute to universal access to prevention, care, treatment and support, and establishing preventive measures to stop new infections remain the ILO’s greatest challenges. While acknowledging this need, in low-prevalence countries social partners and ILO staff are sometimes reluctant to address HIV/AIDS in the face of other pressing priorities. Intensified support is required in this area.
- 187.** The ILO’s HIV/AIDS strategy continues to focus on specific work areas and on the hardest hit regions, and to support tripartite constituents in developing and implementing programmes. Accordingly, 50 per cent of all resources will be dedicated to the Africa region. The programme will also expand its partnerships, in particular with the Global Fund to Fight AIDS, Tuberculosis and Malaria to help ILO constituents access funds at the country level and strengthen their response.

Indicators

Indicator (i): Member States include a gender-sensitive strategy for the world of work in their national AIDS plans

Target: 15 countries.

Result: 17 countries.

Result	ILO contribution
Benin: Part V of the general law on HIV/AIDS refers to the workplace and includes the principles of the ILO's code of practice. A gender-sensitive national AIDS plan with reference to the workplace is also in place.	The HIV/AIDS Workplace Education Programme supported tripartite constituents between 2002 and 2007. This involved: mapping of existing policy, programmes and available resource material; development of country-specific performance monitoring plans; collection of baseline data; translation and dissemination of the ILO code of practice on HIV/AIDS; training of enterprise focal points; and establishment of enterprise HIV/AIDS action committees. The same activities took place for all countries in the programme.
Belize: National Policy on HIV/AIDS and the (draft) national policy on HIV/AIDS and the world of work both recognize gender as one of the ten key principles in the workplace response.	See contribution listed for Benin.
Ghana: National Strategic Framework includes gender-sensitive strategies to reduce the impact of HIV on women and children.	See contribution listed for Benin.
Indonesia: 2007–10 National AIDS Strategy extended to cover migrant workers and contains references to the workplace and to gender equity.	Technical support to National Aids Commission on policy development and the implementation of employment-related projects to address the employment needs of people living with HIV. Advocacy campaign to improve the recognition of HIV/AIDS as a workplace issue. Training on ILO code of practice provided to tripartite partners and HIV/AIDS organizations.
Kenya: Section 7(1) of the HIV/AIDS Prevention and Control Act, 2006 contains a gender-sensitive workplace component based on the ILO code of practice. A national time-bound action plan is in place to address HIV/AIDS at the workplace.	Coordinated the compilation and drafting of the workplan and the deliberations of tripartite and other partners in endorsing the plan. Currently assessing the national time-bound action plan.
Kyrgyzstan: The State Programme to counteract HIV/AIDS and its socio-economic consequences was approved for 2006–10 and contains a gender-sensitive workplace component.	Consultation with constituents on workplace issues through capacity-building events.
Lesotho: Guidelines adopted for the implementation of the Labour Code contain a workplace component and use the ILO code of practice.	See contribution listed for Benin.
Mozambique: Developed a gender-sensitive National AIDS Policy and a strategic plan.	Supported constituents to build the capacity of employers' and workers' organizations in particularly vulnerable sectors, such as small businesses and the informal sector.
Nigeria: National Policy on HIV/AIDS and the World of Work was adopted and contains a chapter on gender equality. Guidelines for the implementation of the National Policy developed and distributed.	Support to draft and launch the policy, and develop guidelines. Training of government officials, employers' and workers' organizations in the use of the ILO code of practice.
Rwanda: Draft HIV/AIDS workplace policy submitted to the Government for approval.	Assistance in implementing an HIV/AIDS project focusing on working children, in partnership with workers' organizations.
Sierra Leone: Adopted a National Workplace Policy on HIV/AIDS and the Workplace based on the ILO code of practice.	Awareness-raising activities in the public sector on HIV/AIDS as a workplace issue. Training of employers' and workers' organizations in the mining and tourism sectors to coordinate workplace response. Coordinated implementation of policies and programmes in two mining companies. Assessment to identify training opportunities for informal workers.
South Africa: The National Strategic Plan 2007–11 has a gender-sensitive workplace policy, focusing on the rights of women and girls.	Support and consultation in the drafting of the plan and incorporating the workplace component, based on the ILO code of practice.

Result	ILO contribution
United Republic of Tanzania: ILO code of practice referred to in sectoral workplace HIV/AIDS programmes (Ministry of Health, Ministry of Labour, Ministry of Energy & Minerals, banking sector, telecommunications utility).	Seed funds, technical advice and materials/literature provided to develop sectoral workplace programmes within the national multi-sectoral strategic framework.
Tajikistan: The National Programme on Counteracting HIV/AIDS in the Republic of Tajikistan for 2007–10 contains a gender-sensitive workplace component.	Advice for the drafting of the National Programme.
Thailand: The National Plan for Strategic and Integrated HIV and AIDS Prevention and Alleviation 2007–11 includes a gender-sensitive HIV/AIDS workplace component.	Ongoing assistance to produce a National Code of Practice that is applicable throughout Thailand.
Togo: Section 2 of Act No. 2005-012 Protecting People with HIV/AIDS refers to the workplace, based on the ILO code of practice.	See contribution listed for Benin.
Viet Nam: Law on HIV/AIDS Prevention and Control adopted containing clear provisions on HIV and the workplace, consistent with the ten principles of the ILO's code of practice.	Provided extensive comments in the development of the Law and its guidance decree. Compiled a mapping of all training materials relevant to workplace HIV responses in Viet Nam as a CD-ROM for wide distribution.

188. It should also be noted that a regional strategy on HIV/AIDS in the workplace was developed in the Arab States region.

Indicator (ii): Each of the tripartite constituents in a member State has a gender-sensitive HIV/AIDS policy, time-bound action plan and trained focal point

Target: 15 countries.

Result: Five countries.

Result	ILO contribution
Ghana: Each tripartite partner has a trained focal point, an HIV/AIDS policy (one in draft) and a time-bound workplan.	HIV/AIDS Workplace Education Programme supported tripartite constituents between 2002 and 2007. This involved: mapping of existing policy, programmes and available resource material; development of country-specific performance monitoring plans; collection of baseline data; translation and dissemination of the ILO code of practice on HIV/AIDS; training of enterprise focal points; and establishment of enterprise HIV/AIDS action committees. The same activities took place for all countries in the programme.
Lesotho: Ministry of Employment adopted gender-sensitive guidelines for the implementation of the Labour Code that included the ILO code of practice. Employers' and workers' organizations adopted enterprise-level HIV/AIDS workplace policies and increased their programmes.	Assistance throughout in the adoption and implementation of the guidelines and implementation of the Labour Code, including training on implementing workplace policies and training of focal points.
Nigeria and South Africa: Tripartite constituents have gender-sensitive HIV/AIDS policies, time-bound action plans and trained focal points.	See contribution for Ghana.

Result	ILO contribution
Zimbabwe: Each of the tripartite constituents developed policies. The Public Service Commission developed and disseminated an HIV and AIDS policy and strategy. The policy/strategy is guiding sector ministries in developing sector-specific HIV/AIDS strategies. Employers and workers finalized a National Strategic Framework for the Private Sector Response to HIV/AIDS. A workplace policy and implementation workplan for the mining sector and SMEs was developed.	Supported the development of a gender-sensitive Zimbabwe Mining Sector HIV and AIDS policy. Assisted with the policy for the SME sector. Technical and financial support for the framework for the private sector response.

Indicator (iii): HIV/AIDS policies and programmes are implemented at the workplace

Target: 15 countries.

Result: 29 countries.

189. Enterprises in the following countries implemented HIV/AIDS workplace policies or programmes in the sectors mentioned:

- **Barbados:** 12 enterprises (tourism, manufacturing, banking and informal sectors).
- **Belize:** 16 enterprises (tourism, agriculture and service sectors).
- **Botswana:** 13 enterprises (construction, textile, wholesale and tourism and hospitality sectors).
- **Burkina Faso:** 16 enterprises (finance, energy, telecom, hotels and informal sector).
- **Cameroon:** 15 enterprises (agricultural industry, transport, forestry and informal sectors).
- **China:** 11 enterprises (covering nearly 100,000 workers in the chemical, steel, mining and electricity sectors). Tripartite workplace policies put in place in Guangdong.
- **Ghana:** 13 enterprises (five in the agricultural industry, five in mining, two in the public sector, one in the informal sector).
- **Guyana:** 31 workplaces (public sector, manufacturing, logging, mining and security sectors).
- **India:** 16 enterprises. Ten corporate groups are implementing HIV/AIDS programmes in their multi-location worksites. A joint Employers' Statement of Commitment is being promoted by employers' organizations.
- **Indonesia:** Nine enterprises (manufacturing, heavy industry, shipyard, tourism and transport sectors).
- **Ethiopia:** 13 enterprises (agriculture, manufacturing, industry, service, transport, hotel, banking, insurance and informal sectors).
- **Jamaica:** 21 enterprises (agriculture, manufacturing, utilities and informal sectors).
- **Lesotho:** 11 enterprises (construction, textiles, hospitality and service sectors).

- **Madagascar:** 14 enterprises (transport, utilities and banking sectors).
- **Malawi:** Seven enterprises (banking, insurance and tea sectors).
- **Nepal:** Ten enterprises (banking, hotel, carpet weaving, textiles and manufacturing sectors).
- **South Africa:** Nine enterprises (agriculture, tourism, health and construction sectors).
- **Sri Lanka:** 14 enterprises (manufacturing and tourism sectors). Developed a Tripartite Declaration on Prevention of HIV/AIDS at Workplaces and a Trade Union Policy.
- **Swaziland:** 12 enterprises (agriculture, manufacturing and retail sectors).
- **Trinidad and Tobago:** 13 enterprises (banking, tourism, energy, ports, manufacturing sectors).

190. ILO contribution: The above results were part of one ILO programme active in these countries. See ILO contribution listed for Cambodia (below).

191. Other results for this indicator:

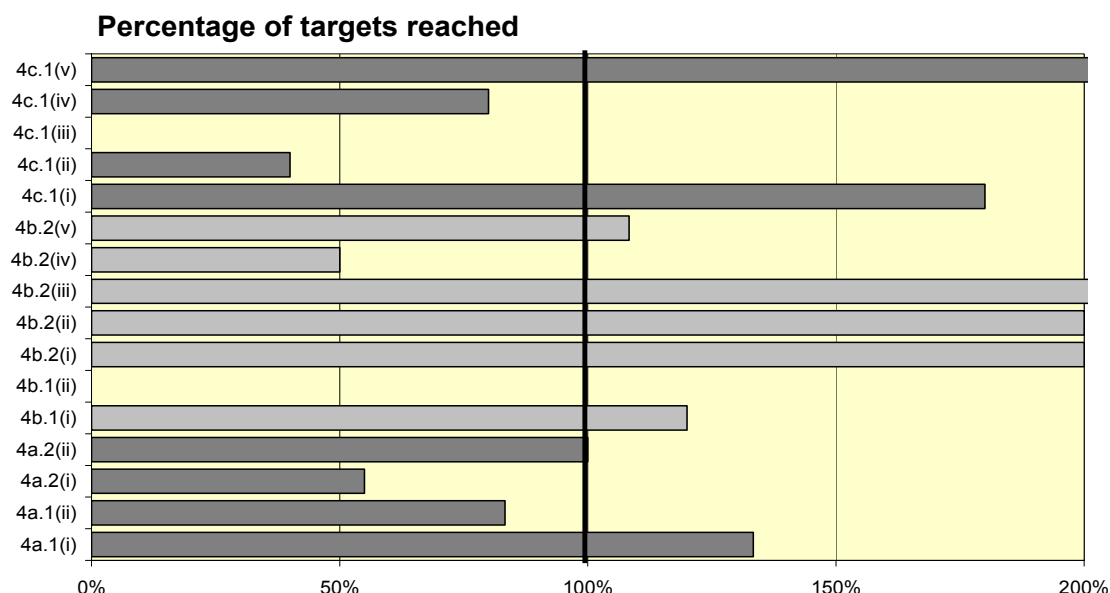
Result	ILO contribution
Cambodia: Eight enterprises (tourism, manufacturing) are implementing workplace policies and programmes. National “parkas” (ministerial guidelines on HIV/AIDS) were developed. The parkas endorsed a legal framework to create HIV/AIDS committees in enterprises to prevent HIV/AIDS in the workplace.	HIV/AIDS Workplace Education Programme supported tripartite constituents between 2002 and 2007. This involved: mapping of existing policy, programmes and available resource material; development of country-specific performance monitoring plans; collection of baseline data; translation and dissemination of the ILO code of practice on HIV/AIDS; training of enterprise focal points; and establishment of enterprise HIV/AIDS action committees. The same activities took place for all countries in the programme.
Eritrea: Programmes implemented in approximately 20 public and private enterprises.	Technical and financial support for the Community Capacity Enhancement process manual. Translated manual into Tigrinya and Arabic. Training of trainers for 60 workers (informal workers included) and 60 facilitators.
Estonia: The Department of Strategy and Planning in the Health Development Institute implemented a workplace policy to tackle HIV/AIDS in public sector workplaces. Conducted training, using the ILO code of practice and the education and training manual, for public sector staff. Code of practice and training manual were translated into Estonian.	Disseminated code of practice and other training material at regional meetings. Advocated for its use in formulating and implementing workplace programmes.
Mongolia: Employers developed and initiated a programme on HIV/AIDS in the workplace and finalized a Declaration on HIV/AIDS Prevention.	Supported the first tripartite workshop on HIV/AIDS and the workplace. Advice, training and technical comments provided on the draft Declaration.
Mozambique: Implemented policies and programmes in the transport sector. HIV/AIDS coordinators from the 12 provinces were trained in monitoring and database management. Provided training on programme planning and implementation.	Assisted partners in developing sector-specific policies. Ongoing support to a number of enterprises in the transport sector that are at various stages of policy development.
Paraguay: Implementing workplace policies and programmes in three transport companies.	Information and sensitization activities provided to section directors, chiefs of justice, labour ministry and national and local employers’ and workers’ organizations in the transport sector and the Global Compact group. Organized training workshops for peer educators.

Result	ILO contribution
<p>Russian Federation: Workplace programmes implemented in 11 enterprises, involving approximately 8,000 workers. Peer educators were trained in all enterprises. Plans to incorporate HIV/AIDS activities into existing structures at enterprise level were developed. One enterprise (a transportation company) signed a collective bargaining agreement that included HIV/AIDS as a workplace issue.</p>	<p>See ILO contribution listed for Cambodia.</p>
<p>Zambia: 53 companies and 13 line ministries implemented HIV/AIDS policies at the workplace, including the private sector and government ministries.</p>	<p>The ILO code of practice on HIV/AIDS was used as a key reference and guidance document. The ILO reviewed and helped to develop policies.</p>
<p>Zimbabwe: Policies on HIV/AIDS developed and implemented in the mining and transport sectors. Two public sector enterprises implemented workplace policies and programmes. Zimbabwe National Strategic Framework and implementation plan for the Private Sector Response to HIV and AIDS launched.</p>	<p>Technical advice to develop and implement policies for the mining and transport sectors. Technical and financial support for: training of trainers and focal points in enterprises and for the development of the National Strategic Framework and implementation plan.</p>

Changing practices and attitudes to HIV/AIDS in Zambia

Since 2004, the ILO has worked with York Farms (in York and Kashmina) in Zambia to implement an HIV/AIDS workplace programme. The programme engaged the management, OSH committee and the farms' 3,000 employees (75 per cent of them women) in sensitization and education activities. In addition to the training of 104 new peer educators, a September 2007 study showed that the programme had resulted in increased levels of HIV/AIDS awareness among employees and had reduced stigma and discrimination against workers believed to be HIV positive. The programme also succeeded in bringing HIV/AIDS under the responsibility of the Occupational Health and Safety Committee. This has increased political will to adopt workplace policies on HIV/AIDS. Management is currently discussing the drafting of an HIV/AIDS workplace policy.

Strategic Objective No. 4: Strengthen tripartism and social dialogue



- 192.** Priorities during the biennium were the reinforcement of the capacity of employer and worker constituents and their representative organizations to provide services on a broad range of issues, to enhance their intervention on national and global debates and to extend their representation. Particular attention was paid to ensuring respect for international labour standards and fundamental principles and rights at work and sound enterprise development. The ILO developed several tools and training materials for employers' organizations and assisted workers' organizations to participate effectively in national and international development. Strengthened cooperation among workers' organizations and research institutions increased their influence on social and economic policy and development agendas.
- 193.** An InFocus Initiative on EPZs aimed to improve the knowledge base. It included a number of country studies to determine main trends and developments in EPZs, the creation of a database and the identification of a policy package aimed at improving production and employment quality and fostering decent work.
- 194.** Social dialogue was instrumental in effective policy development and reform related to the social dimension of regional and economic integration processes. While the direct impact of social dialogue on regional integration has been difficult to gauge, it is nevertheless playing an ever greater role in subregional institutions. There are many lessons from 2006–07 to help refine the ILO's future strategy in this area.
- 195.** The ILO continued to assist constituents to develop strong national frameworks for good governance through the integration of social dialogue, labour law and labour administration considerations. Positive results reflected increasing recognition of the role of tripartite and bipartite dialogue in effective labour market governance and the need to strengthen the role of the State through labour administration, including labour inspection. Information on the gender-responsiveness of institutions and policies proved to be somewhat difficult to ascertain. Experiences in the extension of labour administration services into the informal economy were reviewed and extended.

196. There is a need to address sector-specific challenges to advance decent work at the workplace level. Sectoral meetings identified emerging trends in sectors, while action programmes addressed country decent work deficits. The creation and promotion of tools included training materials (for construction, ports or hotels, tourism and catering), a code of practice (on OSH in mining), and sectoral guidelines (such as on HIV/AIDS). Increasing synergies were established between sectoral activities at the national, regional and international level and DWCPs. Standard setting was given particular attention with the conclusion of the consolidations of maritime and fishing labour standards.

Operational objective 4a: Strengthened social partners

197. The representation, services and influence of the social partners are strengthened.

Outcome 4a.1: Employers' and workers' organizations are more valuable to their membership and to potential members

Employers' and workers' organizations provide new and better services addressing the needs of their affiliates, and extending the representation of their organizations.

Overview

Employers' organizations

198. The strong performance achieved relative to the established targets reflects a greater demand for assistance in direct services than was the pattern in previous biennia. ILO strategies focused on providing training and tools to assist employers' organizations to offer services that made them more valuable to enterprises. These included direct (information, advice, training, etc.) and indirect (representational, advocacy) services. By being at the centre of a network of employers' organizations, the ILO was able to source specialized expertise from well beyond its own knowledge base.
199. The biennium was especially productive with regard to tool-building: in addition to country-specific tools, generic tools were also developed and refined to reach out to small and medium businesses, to provide basic training for developing effective employers' organizations and to address HIV/AIDS and child labour. These tools have now been tested, and in several cases produced results that contributed towards achieving the target for this outcome. A 2007 independent evaluation of a major extra-budgetary project of assistance to employers' organizations concluded that the ILO had been highly efficient in developing effective tools and training materials, but that a central challenge remained in ensuring their continued use, as many organizations lacked the necessary financial resources to serve their members on a sustainable commercial basis.
200. A major challenge during the biennium was the months of employer specialist vacancies in seven of the 14 subregional offices; other challenges remained ongoing and did not change significantly from previous biennia. Extremely weak organizations had a low ability to turn assistance into new capacity. Small formal economies and lack of a tradition of association were also constraints, as noted in the 2007 evaluation. As business associations have a very important role in democratic systems and in the creation of a better business climate, strengthening them continues to be critical to development.
201. Many organizations required assistance to improve their organizational structures, internal functioning and business management in order to improve their efficiency and acquire the necessary threshold to successfully offer new services. The support provided for this does not fall within the indicator used for this outcome, but will provide a basis for future reportable results.

Workers' organizations

202. There were positive developments in a number of Arab States in relation to the importance of trade unionism and the right to organize, though lack of freedom of association and collective bargaining remained a serious issue in the region. In Oman, for example, the General Federation of Oman Trade Union (GFOTU) was established in December 2007.
203. Another positive development was the involvement of workers' organizations in PRSP processes in a number of countries, which led to increased capacity and involvement in social dialogue. The cooperation and mergers of national, regional and international workers' organizations strengthened the union movement and improved the participation of workers' organizations in efforts aimed at a fairer globalization.
204. The political climate in some countries made cooperation work difficult. This ranged from the passing of legislation restricting rights, to heavy repression and violence against workers. In Belarus, ILO scrutiny of the abuse of workers' rights led to the withdrawal of the country's trade preferences by the EU.
205. These difficulties emphasize the urgent need to strengthen ILO assistance to workers' organizations. This assistance should focus on the respect of ILO standards and principles, and their implementation and enforcement in the national legislation. In particular, the ILO needs to establish priorities for its capacity-building work, as there is presently little indication of whether capacity building should be carried out at the "grass-roots", national, regional or international level and what level of training should be provided. The conclusions from the International Workers' Symposium on the Role of Trade Unions in Workers' Education (October 2007) should be used to address these issues.
206. A trade union manual on migration, *In search of decent work: Migrant workers' rights*, was developed and is being validated in a number of countries as a practical tool kit for addressing this important element of the Decent Work Agenda.

Indicators

Indicator (i): Employers' organizations provide new or better services relevant to their members and potential members, including services which meet the needs of SMEs enterprises and women entrepreneurs

Target: Employers' organizations in 30 countries.

Result: 40 countries (59 occurrences).

207. New or better services were provided in the following areas (some countries are listed under more than one category):
 - **Training services or courses related to improving productivity and competitiveness:** Armenia, Azerbaijan, Costa Rica, Georgia, Kyrgyzstan, Malawi, Mali, Mauritania, Mexico, Nepal, Senegal, Tajikistan, Uzbekistan, Zimbabwe.
 - **Training or services on child labour:** Azerbaijan, Ethiopia, Georgia, Ghana, Malawi, Republic of Moldova, Uganda.
 - **Training services for small and medium enterprises:** Mexico, Viet Nam, Zambia.
 - **Other training services:** Argentina, Uruguay (for chief executive officers), Bulgaria, Romania (construction industry skills); Cameroon (conflict prevention, management and resolution); Guatemala, Honduras, Nicaragua (implementation of Global Compact); Philippines (industrial relations, employment relations, compensation);

Mongolia (supervisory skills); Malaysia (human resources); Vanuatu (basic supervisory skills).

- **Occupational safety and health services:** Côte d'Ivoire, Dominican Republic.
- **Information and advisory services:** Cambodia (legal services); Côte d'Ivoire (web-based information service); Côte d'Ivoire, Panama, Barbados, Jamaica (HIV/AIDS advisory services); Guatemala, Honduras, Nicaragua, Panama (labour and economic information services); Viet Nam (migration law).
- **Services to women entrepreneurs:** China, Cameroon, Indonesia (women and youth).
- **Other services:** Benin (collective bargaining service); Ecuador (membership retention services); Costa Rica, Guatemala, Honduras (services for implementation of Global Compact), Nicaragua (lobbying service upgraded); Philippines (integrated social management service); subregional (French-speaking West Africa (CSR)).

208. Specific examples for this indicator include:

Result	ILO contribution
Argentina, Uruguay: New training programme for chief executive officers of territorial and sectoral employers' organizations.	Technical support provided, based on the Effective Employers' Organization Guide.
Benin: Established a specialist team on voluntary collective bargaining to help enterprise members.	Pilot training. Technical and financial support.
Cameroon: New training course for women entrepreneurs on export techniques. New course on conflict prevention, management and resolution for enterprises.	Trained and financed training of trainers.
China: Women Entrepreneurs Resource Centre set up to provide specialized services.	Employer and gender specialists collaborated to develop material and training.
Costa Rica, Guatemala, Honduras: New training and coordination services for companies for the implementation of Global Compact principles.	Promoted Global Compact and trained trainers.
Côte d'Ivoire: New service in safety and health using WISE trainers. New web-based information service.	WISE training, technical support and a consultant for the information service.
Ghana: Child labour codes of conduct for companies used by member enterprises.	Advised on the development of codes of conduct.
Indonesia: Entrepreneurship support services in skills upgrading, access to credit and a database for women and young entrepreneurs.	Assisted with the establishment of services.
Malawi, Zimbabwe: New courses on productivity enhancement introduced.	Designed and commissioned a study, helped develop action plan and training courses.
Philippines: New courses and a new integrated management system service, based on assessment and improvement of workplace practices.	Helped identify enterprise needs and develop tools and training materials.
Zambia: New business training course for small and medium businesses.	Assisted at all stages, based on the SIYB programme.

Result	ILO contribution
Viet Nam: Advisory services, including a guidebook, on migrant worker law in Malaysia (which is a major migrant destination) for member contract labour companies.	Arranged for the chief executive of the Malaysian employers' organization to train staff and helped develop the guidebook.
Subregional (French-speaking West Africa): Network of employers' organizations established to provide enterprises with support in CSR initiatives.	Suggested the concept and organized the event that led to establishment of the network.

Indicator (ii): Workers' organizations provide new/better services, such as elimination of child labour, participation in PRSPs and other development coordination mechanisms, informal economy, social security and occupational health and safety, labour standards and worker's rights, promoting women's participation in trade unions, particularly at decision-making levels, and taking practical initiatives to extend representation

Target: 60 countries.

Result: 49 countries, one territory (71 occurrences).

209. Workers' organizations provided services related to the following areas:

The promotion of international labour standards, labour law revision, child labour

Result	ILO contribution
Afghanistan: Introduced a labour law provision for a Tripartite Labour Advisory Committee.	As a result of tripartite meetings and workshops at national level, all three parties agreed to establish the Committee. Awareness created among constituents led to labour law provision.
Chile: Workers' organizations increased their knowledge of rights.	Workshops carried out for a number of workers' organizations to reinforce knowledge of rights and bargaining power for social dialogue. A study is currently under way for the formation of a trade union school.
Iraq: Tripartite revision of the Labour Code taking place. Second draft submitted to the Ministry of Labour for submission to Cabinet.	Policy advice on the Labour Code and draft trade union law. Revision of Labour Code started in a tripartite process in 2004 involving the Ministry of Labour and social partners. The draft Labour Code was based on ratified ILO Conventions and the Declaration.
Malawi: Workers' organizations adopted an action programme on worst forms of child labour.	Guidance to draft the action programme. Reviewed draft and trained workers' organizations in implementation-related subjects, such as financial management and reporting. Facilitated the holding of consultative meetings for the adoption of the programme.
Lao People's Democratic Republic: Labour law amended with participation of workers' organizations.	Two two-day tripartite meetings to discuss draft amendments to the Labour Law 1994, with a focus on overtime limits and minimum age provisions.
Yemen: Observatory on international labour standards established.	Tripartite workshop on international labour standards.
Trinidad and Tobago, Suriname, Bahamas, Jamaica and Barbados: Workers' organizations trained on reporting on the Minimum Age Convention, 1973 (No. 138) and the Worst Forms of Child Labour Convention, 1999 (No. 182).	Representatives of workers' organizations participated in an ILO training workshop on reporting on ILO Conventions Nos 138 and 182.

Social dialogue mechanisms and practices, including collective bargaining

Result	ILO contribution
Afghanistan: Ministry of Labour established a unit on industrial relations.	Unit established following meetings with social partners and the Ministry. ILO provided training for the unit.
Benin: Trade union confederations established a joint union "analysis and reflection group" (CAROSYB) which works closely with the University of Cotonou.	Technical and financial assistance.
Cambodia, China and Viet Nam: Strengthened capacity of workers' organizations to carry out collective bargaining. A national Tripartite commission, and bi- and tripartite bodies established in Viet Nam in selected provinces and enterprises.	<p>Cambodia: Capacity building, training of trainers, workshops on collective bargaining and wage negotiation, policy advice.</p> <p>China: Capacity building, training of trainers, workshops and policy advice provided through three ILO-organized workshops for All-China Federation of Trade Unions on collective bargaining and wage negotiations.</p> <p>Viet Nam: Extensive advisory services on the prevention of labour disputes and revision of the corresponding provisions of the Labour Code (Chapter 14). Provided financial and technical assistance to the Viet Nam General Confederation of Labour national workshop on DWCP and UN reform.</p>
Cambodia, Republic of Korea, Myanmar, Nepal, Thailand: Protection of workers' organizations and their property strengthened through reporting on violations of freedom of association.	<p>Cambodia: Training and education on international labour standards.</p> <p>Republic of Korea: Two symposiums on trade unions rights of public servants and on the ratification of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). Advisory services on the Committee on Freedom of Association Case No. 1865.</p> <p>Myanmar: Training course for Federation of Trade Unions of Burma officials with a focus on freedom of association/collective bargaining.</p> <p>Nepal: Organized a training workshop for tripartite constituents on roles and obligations for standards reporting.</p> <p>Thailand: Participation of ILO resource person in training and meetings. Organized a workshop on freedom of association/collective bargaining in the sportswear industry.</p>
Togo: Six trade union confederations created "Intersyndicale des Travailleurs du Togo". Protocol agreement signed with employers and the Government to put in place social dialogue structures in all industrial sectors.	Technical and financial support.
Viet Nam: Labour University established a new Industrial Relations Department.	Assisted in the development of an industrial relations curriculum and developed the capacity of core trainers/teachers for the Labour University.

Migration

Result	ILO contribution
Armenia: Workers' organizations contributed to better implementation of ratified ILO core Conventions.	Strengthened the capacity of the tripartite constituency by organizing, jointly with the workers' organizations, a tripartite seminar on ILO core Conventions. Brochure on ILO core Conventions translated into Armenian (in cooperation with workers' organizations).
Belgium: Efforts to organize undocumented migrants and higher visibility in regional and international forums strengthened.	Following policy dialogue and exchange of experience between the ILO and the Belgian trade unions, the latter decided to allow undocumented migrant workers to become members.
Russian Federation/Tajikistan: Signed bilateral agreements of cooperation between workers' organizations in countries of origin and countries of destination.	Focus group meetings. Trade union manual developed and validated.

Result	ILO contribution
China, Kazakhstan, Lao People's Democratic Republic: Commitment and strategy to protect migrant workers led to development of migration policies.	<p>China: All-China Federation of Trade Unions supported through training on women migrant workers.</p> <p>Kazakhstan: Conducted a national workers' organization seminar in the construction industry.</p> <p>Lao People's Democratic Republic: Financial and technical support to the Lao Federation of Trade Unions, through a training workshop on protecting and promoting the rights of Laotian migrant workers, in particular those in Thailand.</p>
Philippines: Workers' organizations contributed to the ratification of ILO Conventions.	Implemented a year-long project on creating an enabling environment for workers' organizations in the Philippines, where 13 trade union leaders/activists from seven national union centres were trained to be international labour standards trainers.

Capacity building of workers' organizations and institution building

Result	ILO contribution
Afghanistan: Nine workers' organizations improved their knowledge related to information and communication technology.	Training in IT and computer equipment provided.
Cameroon: Five of the seven trade union confederations regrouped with a view to establishing a joint union.	Conducted internal audits of trade unions and organized a national workshop for the establishment of the union.
Cambodia, India, Viet Nam: Extension of services into the informal economy increased membership in workers' organizations for rural women. Participation of workers' organizations in local-level policy-making and skills development for tsunami-affected youth and women in India, for apparel workers in Cambodia and for private enterprise workers in Viet Nam.	<p>India: Strengthened technical and organizational capacities of trade unions and rural women workers at different levels. Disseminated the ILO's <i>Organizing for decent work in the informal economy: Strategies, methods and practices</i>, with a focus on South Asia.</p> <p>Cambodia: Assisted workers' organizations, particularly in the garment, leather and textile industry, tourism and the informal economy through training and advocacy activities. Trade union manual, <i>Organizing informal economy workers</i>, translated into Khmer.</p> <p>Viet Nam: Supported the Viet Nam General Confederation of Labour through a series of training of trainers activities, focusing on collective bargaining at enterprise level and integration of gender perspectives in trade union work.</p>
Madagascar: Workers' organization strengthened its capacity to understand the decent work deficits in EPZs and developed an action plan to improve working conditions.	Provided a workshop, policy advice and financial assistance.
Mongolia: A new strategy towards national social dialogue was defined and adopted by workers.	Technical advice and guidance provided through consultations.
Oman: Workers' committees held elections and established the General Federation of Oman Trade Union.	Organized capacity-building workshops on trade union structures and management, international labour standards, dispute settlement, the Declaration, social dialogue, collective bargaining and labour inspection.

Result	ILO contribution
China, Iraq, Lao People's Democratic Republic, occupied Arab territories, Zimbabwe: Workers' organizations strengthened through capacity building. All-China Federation of Trade Unions developed trade union action to promote membership among migrant workers.	<p>China: Provided advice and conducted training workshops on women migrant workers, focusing on organizing strategies.</p> <p>Lao People's Democratic Republic: Lao Federation of Trade Unions supported financially and technically through training workshops on protecting and promoting rights of Laotian migrant workers, particularly those in Thailand.</p> <p>Zimbabwe: Capacity-building workshops conducted for the Zimbabwe Congress of Trade Unions on collective bargaining and HIV/AIDS. Supported the participation of workers' organizations in the Tripartite Negotiation Forum and the UNDAF process. Provided training workshops for informal economy associations.</p> <p>Occupied Arab territories: Financial and technical support to the Palestine General Federation of Trade Unions through members' participation in training workshops on industrial relations, social security, employment policies and bargaining skills.</p> <p>Iraq: Financial and technical support through a capacity-building workshop on structure, management and organization of workers' organizations.</p>

Social protection in the formal and informal economy, vulnerable groups

Result	ILO contribution
Burkina Faso, Niger: Workers' organizations enabled to assist informal workers to organize and to create mutual benefit schemes, including credit/savings and health protection.	Research studies and capacity building provided.
Burundi: Completed a study on informal economy workers.	Financial and technical assistance provided.
Cameroon: HIV/AIDS trade union committee established and campaign launched.	Technical and financial support. Trained peer educators in harm reduction and behaviour change strategies, sensitization and production of campaign materials.
Chile: Workers' organizations included informal economy and gender issues in their practical initiatives.	Earlier training provided on the informal economy and the inclusion of gender issues. Assisting with development of a trade union school that should include issues related to the informal economy and gender.
India: Five national workers' organizations signed a joint statement of commitment on HIV/AIDS. Indian National Trade Union Congress and Hind Mazdoor Sabha national trade union centres adopted a policy on HIV/AIDS. A plan of action was developed and implemented by trade unions in three districts in three states. Metal Workers' Union provided ambulance facilities, first-aid training and medical supplies, and regular medical camps for the ship-breaking industry.	Strengthened technical capacities of trade unions to implement HIV/AIDS programme in workplaces. Officials of the Metal Workers Union participated in national and international ILO meetings.
Mongolia: Organized vendors and self-employed workers in the informal economy. Initiated a union for taxi drivers.	Advisory services and training activities conducted to strengthen trade union action for workers in the informal economy.
Romania: Gender mainstreaming in collective bargaining helped redress labour market inequalities.	Seminar provided.
Ukraine: Trained experts on OSH.	Provided training and related materials.

Result	ILO contribution
Malaysia, Viet Nam: Workers' organizations made submissions on reviewing national social security legislation and systems.	Malaysia: Technical inputs and recommendations to upgrade social security through several policy studies. Organized national workshop on social security, minimum wages and recommended strategies for trade union action. Viet Nam: Technical assistance in the review of social security system.
Zimbabwe: Strengthened the capacity of workers' organizations to fight HIV/AIDS.	Technical and financial support to train the workers' organization and their affiliates on workplace policy formulation and implementation.

PRSPs, employment and development

Result	ILO contribution
Benin: CAROSYB worked closely with the University of Cotonou on issues related to PRSPs. Conducted a study on trade union involvement in PRSPs.	Technical assistance, financial support and training.
Angola, Cambodia, Colombia, El Salvador, Ghana, Pakistan, Philippines, Paraguay, Swaziland: Regulatory frameworks protecting rights and creating decent jobs strengthened.	Provided training on international labour standards and instruments to 20 leaders of key workers' organizations under a year-long project. Provided a series of training sessions to young leaders of workers' organizations on decent work to enable them to become in-house trainers.
Lao People's Democratic Republic: Trade union involvement in PRSPs improved.	Trade union training manual and guidebook on reducing poverty through social dialogue translated and publicized.
Hungary: Strengthened awareness of CSR.	Training provided to address issues related to the Global Compact, the ILO's MNE Declaration, the OECD Guidelines for Multinational Enterprises and the International Framework Agreements.
Kenya, Rwanda, Uganda, United Republic of Tanzania: 30 new cooperatives established resulting in 2,800 new jobs. Many informal entrepreneurial activities converted into formal enterprises.	Organized workshops on organizing techniques for the informal economy, gender mainstreaming, knowledge sharing and to establish linkages to PRSPs. Created four revolving loan funds to support job creation initiatives. Trained four focal points to promote gender mainstreaming. Prepared and disseminated a handbook and a collection of case studies.
India: 1,160 tsunami victims, mostly young people, trained through skills development programmes carried out by workers' organizations.	Skills development in identified trades for employability for young people through various programmes. Identified suitable trades through mapping exercises examining supply and demand in specific tsunami-affected areas.

The role of trade unions in workers' education: The key to trade union capacity building International Workers' Symposium, Geneva, 8–12 October 2007

The International Workers' Symposium on the role of trade unions in workers' education created an opportunity for 170 members of workers' organizations from 70 countries to discuss the problems facing the labour movement and to consider how the education of workers' organizations could help these problems creatively.

The symposium provided an overview of the current state of trade union education in the world, described the development of new pedagogical approaches and identified issues requiring further discussion in order to continue the crucial role of education within workers' organizations.

Outcome 4a.2: Social partners influence socio-economic and governance policies

Employers' organizations influence policies at the national or international level to improve enterprise performance and competitiveness; workers' organizations make an effective input into equitable, sustainable and participatory socio-economic development.

Overview

Employers' organizations

- 210.** As shown in indicator (i), there were 14 positive results achieved in 11 countries (against a target of 20 countries), which is less than satisfactory. This objective was very challenging, since it involved helping organizations to influence third parties. Another factor was that the target was based on previous patterns, whereas the interventions actually undertaken involved direct services covered by indicator 4a.1(i).
- 211.** Nevertheless, the strategies used to help employers' organizations influence the business environment remain valid. Successful performance not only lowers the costs of doing business, but also results in more and better jobs for women and men, and prosperity for society in general.
- 212.** One of the traditional challenges faced by the programme was the lack of representation of the small business sector in employers' organizations because of the additional cost of providing services to them. The ILO began to address this through a new tool, *Reaching out to small and medium-sized enterprises*, which provides guidance to employers' organizations on providing services and reaching out to small businesses.
- 213.** While services related to representation remained one of the most vital functions of employers' organizations and important areas of ILO assistance, tracking and measuring progress was sometimes difficult. The results often took place well after the ILO intervention, and depended on third parties. The degree of impact also varied, and was sometimes reflected in attitudes rather than in concrete outcomes.

Workers' organizations

- 214.** The conclusion of new collective bargaining agreements at both local and sectoral levels showed the enhanced participation of workers' organizations in negotiations related to national development and regional economic integration. Strengthened cooperation among international and several national workers' organizations, as well as collaboration with research institutions, increased the capacity of workers' organizations to influence social and economic policy and development agendas. Special attention was paid to the issues of gender equality, promotion of decent work for all, including in EPZs, and to rights-based employment of young people.
- 215.** The institutional capacities of workers' organizations to influence PRS and to enter into policy dialogue with the international financial institutions were strengthened, both internationally and in a number of countries. Related activities included national and regional workshops in Africa and Asia, as well as national studies on relevant socio-economic issues, such as in Indonesia.
- 216.** Various countries in the Arab States region witnessed an improvement in workers' representation, particularly Bahrain, Oman, Kuwait, Qatar and Saudi Arabia. At the same time, workers, employers and their organizations remain largely absent from the socio-economic debate in the region, due to lack of effective tripartite structures in policy debates, and generally weak capacities of the social partners. Technical assistance is still needed on decision-making processes, as well as capacity building of the social partners.

Indicators

Indicator (i): Employers' organizations influence policies at the national, regional or international level to improve enterprise performance and competitiveness

Target: Employers' organizations in 20 countries.

Result: 11 countries (14 occurrences).

Result	ILO contribution
Armenia: Employers successfully obtained support from the Government and an independent body for the establishment of a productivity centre.	Supported research and development of training materials.
Azerbaijan: Views of employers' organizations on the draft Competition Code accepted by the Government.	Provided training and material for capacity building on productivity and competitiveness.
Costa Rica: Law on credit to small enterprises revised and new agreement signed with the Banca de Promoción on policies related to small enterprises. Improved vocational training in the electronics, construction and hotel sectors.	Conducted a study of enterprises of up to 20 employees, helped review existing credit law and prepared organization for discussions with bank. Conducted training needs survey and helped organization to convince training institute to change its curriculum.
Ghana: Code of practice on child labour adopted by several enterprises in the plantation sector.	Assisted in the development of the code of practice.
Honduras: Establishment and participation by employers' organizations in the design of the national competitiveness council.	Assistance in setting up an employers' centre for information and studies, and in preparing the proposal to the Government.
Indonesia: Promoted women's entrepreneurship by providing information, skills upgrading and facilitating access to credit.	Assisted with creation of the women's entrepreneurship development programme and training.
Jamaica: Employers' organization provided secretariat to a tripartite national Youth Employment Network.	Technical support to launch and operationalize the work.
Kyrgyzstan: Productivity and competitiveness issues successfully included in a tripartite General Agreement.	Provided training and material for capacity building on productivity and competitiveness.
Mexico: Tripartite agreement was achieved to modernize the sugar industry sector before the opening of the market in 2008.	Supported the development of the modernization proposal.
Republic of Moldova: Employer views were incorporated in the national policy agreement on child labour. Higher visibility due to activities related to child labour led to increased membership in an agricultural organization.	Training and advocacy material provided.
Philippines: Employers' organization actively participated in the National Competitiveness Council and against the adoption of Senate Bill 2030 (legislated wage increases).	Helped to familiarize employers' organization with information related to competitiveness and trained employer representatives on regional tripartite wage and productivity boards.

Employers' organizations influence public policy in Honduras

The Consejo Hondureño de la Empresa Privada (COHEP), with ILO support, established a centre for the study of economic and labour matters (CIES). In view of the opening up of the Honduran economy, COHEP, using the technical capability of the CIES, proposed a law for the defence and promotion of competitiveness. The law was received by Congress, which adopted legislation to promote competitive enterprises and established the National Commission for the Defence and Promotion of Competitiveness. Two of the Commission's current commissioners were nominated by COHEP.

Indicator (ii): Workers' organizations make an effective input into an equitable, sustainable and participatory socio-economic development

Target: 30 countries.

Results 30 countries (34 occurrences).

217. Results were achieved by workers' organizations under the following areas:

Promotion of international labour standards, labour law revision, child labour

Result	ILO contribution
Cambodia, China, Fiji, Indonesia, Republic of Korea, Viet Nam: Workers' organizations actively participated in labour law reform.	<p>China: Technical assistance provided to the All-China Federation of Trade Unions through training and consultation on workers' roles in national policy.</p> <p>Cambodia: Training on labour law review and preparatory workshop to prepare organizations to participate effectively in a tripartite seminar to discuss articles to be reviewed in the labour law.</p> <p>Fiji: Training and consultation helped workers' organizations contribute to the finalization of the Employment Relations Promulgation.</p> <p>Indonesia: Extensive training to improve technical skills and strengthen capacities to ensure that workers' organizations properly represent workers in policy making. The training covered various subjects and reached approximately 6,000 workers across Indonesia.</p> <p>Republic of Korea: Technical advisory services on trade union rights for public servants and the industrial relations road map.</p> <p>Viet Nam: Assisted workers' organizations at all levels to revise labour dispute settlement provisions (Chapter 14) of the Labour Code.</p>
Nepal: Workers' organizations actively participated in campaigns aimed at the democratization of the political system.	Initiated the process to bring in the Maoist workers' organizations into the general trade union movement.
Swaziland: Tripartite agreement on the application of ILO Conventions on Freedom of Association reached.	Assisted with the establishment of a Special Tripartite Subcommittee. Organized and facilitated a sensitization workshop and a tripartite workshop on social dialogue.

Social dialogue mechanisms and practices, including collective bargaining

Result	ILO contribution
Cambodia: Workers' organizations participated in preparing and presenting a joint proposal on issues to be negotiated in the first-ever sectoral (apparel) collective agreement.	Training in collective bargaining, integration of women and gender mainstreaming, participation in national debates on labour issues and running awareness and advocacy campaigns. A national trade union conference on the role of trade unions in national development and building democracy is being organized.
Colombia: Tripartite agreement signed.	Capacity-building programmes, seminars on collective bargaining and conflict resolution.
Guinea: Consultative social dialogue mechanism re-established.	Technical assistance and capacity building on negotiation techniques and on the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98).

Result	ILO contribution
Jordan: National tripartite committee established.	Policy advice, awareness-raising campaigns, capacity building (workshops, study visits, fellowships).
Malaysia: Tripartite social dialogue process actively used in industrial relations.	Technical assistance, workshops and exchange of experience with South Africa.
Sri Lanka, Swaziland: National social dialogue mechanisms established.	Sri Lanka: Leadership training programmes provided. Swaziland: Assisted with the establishment of the National Steering Committee on Social Dialogue.
Qatar: Government decision allowed the creation of trade unions at enterprise level.	Technical advice provided to the Government on the importance of trade unionism. Qatari representatives participated in subregional meetings and workshops on the importance of trade unions, freedom of association, collective bargaining and the right to organize.
Viet Nam: Enterprise union representatives strengthened their involvement in local-level collective bargaining to settle conflicts that would otherwise develop into wildcat strikes.	Technical and financial support for a series of training and advocacy activities. Produced information and training materials on collective bargaining at enterprise level.

Social protection, vulnerable groups

Result	ILO contribution
Bahrain: As a result of strengthened social dialogue and with the involvement of workers' organizations, a unit on trafficking was established at the Ministry of Labour.	Technical assistance and training of workers in trade union rights.
Côte d'Ivoire, Grenada: Trade union policy and action plan on HIV/AIDS formulated.	Grenada: Training on ILO code of practice on HIV/AIDS and the world of work and sensitization of tripartite partners. Support provided to trade union regarding components the policy. Côte d'Ivoire: Awareness-raising seminars for women trade union leaders using ILO code of practice.
Paraguay: Workers' ability to raise social protection issues strengthened.	Trained members of the "Coordinadora de Centrales sindicales" on current social security models in developed countries, gender mainstreaming issues, links between social security and family protection (in the context of child labour) and funding systems for long-term welfare/benefits related to the current social security system.
Ukraine: Team of trade union OSH specialists created.	Trained OSH representatives using training materials in the local language.

PRSP, employment, development

Result	ILO contribution
Algeria: Economic and social pact to be concluded, based on bi- and tripartite consultations.	Advocated for the pact and provided technical assistance to the social partners.
Burkina Faso, Benin, Niger: Several trade union confederations created national joint committees (seven organizations in Benin, four in Niger and six in Burkina Faso) that influenced respective national PRSP processes and employment policies.	Training and capacity building on PRSPs and employment.
Bulgaria: Trade unions elaborated proposals for reform of the wage system.	Research paper and direct advice to help workers' organizations develop policy on wage reforms. Helped employers' and workers' organizations find common ground in negotiations. This contributed to the conclusion of a National Social Pact.

Result	ILO contribution
Cape Verde: National policy on youth employment and women being discussed with the social partners.	Advice on the action plan for employment and capacity building on key indicators of the labour market.
Honduras, Dominican Republic: DWCP adopted by employers' and workers' organizations.	Technical support, training activities and materials.
Liberia: Workers' organizations played an advocacy role in socio-economic and governance issues through involvement in the steering committee of Liberia's LEEP/LEAP employment programme.	Technical and financial support provided.
Mexico: "Agreement for Employment and Social Justice" ratified by National Social Dialogue Council.	Diagnostic study on local social dialogue councils used as input for reform proposals.
United Republic of Tanzania: Gender dimension addressed in the employment policy and PRSP through participation of workers' organizations.	Workshops and a consultant provided to review mainstreaming of gender issues.
Ukraine: Campaigns by workers' organizations resulted in the establishment of mechanisms to avoid wage arrears.	Comments provided on the draft law for the creation of a Wage Guarantee Fund, as per the Protection of Workers' Claims (Employer's Insolvency) Convention, 1992 (No. 173). Tripartite seminar conducted to discuss the draft law.

Operational objective 4b: Governments and institutions of social dialogue

The legal frameworks, institutions, machinery and processes for social dialogue are strengthened and used.

Outcome 4b.1: Strengthening the social dimension of regional integration

ILO constituents influence the social dimension of regional social and economic integration processes through effective use of social dialogue.

Overview

- 218.** The greater part of the results achieved was in African regional economic communities. This was likely for two reasons: several regional economic communities are in the process of instituting regional social dialogue mechanisms; and there appears to be a higher level of demand in Africa for ILO intervention to build the capacity of the social partners to address the social dimension of regional integration.
- 219.** Overall, the results achieved during 2006–07 were mixed. There were several positive developments with respect to the participation of ILO constituents in regional social dialogue as a result of ILO assistance and advocacy. But the overall influence of the ILO and the social partners in developing regional labour and employment policies was not easy to gauge. This was partly because of the inappropriate targets established and also because the influence of social dialogue on the social dimension of regional integration is, in many instances, likely to be more subtle than the simple adoption of accords explicitly incorporating decent work objectives or, in this case, greater gender sensitivity.
- 220.** Another leading factor was the need to further consolidate an integrated ILO approach to underpin this outcome. Some activities were undertaken in isolation without a common strategic approach and without the exchange of experiences.

- 221.** It should be noted that a number of MOUs were concluded between the ILO and various regional economic communities (SADC, Economic Community of Central African States, ASEAN). These agreements were not included as results, as they were not the product of tripartite negotiation, but rather agreements between regional secretariats and the ILO to exchange information and collaborate in areas of mutual interest. However, they represent an important step in institutional collaboration between the ILO and regional economic communities and offer a basis for the social partners to engage more strategically with regional institutions and with one another on regional labour and employment issues. It will be important to follow up on the impact and/or effectiveness of these MOUs in subsequent reporting cycles.

Indicators

Indicator (i): Tripartite constituents participate more actively on regional integration issues in subregional or regional groupings

Target: Five subregional or regional groups.

Result: Six subregional or regional groups.

Result	ILO contribution
West African Economic and Monetary Union (WAEMU): Held a tripartite meeting of six WAEMU delegations to discuss the implementation of a regional structure for social dialogue. Intervention of the social partners to urge the swift adoption of the proposal for a consultative body so that the perspectives and priorities of workers and employers might be better taken into account in community decisions. Participants shared positive experiences related to the practice of social dialogue.	Organized and facilitated the meeting during the 2006 ILC.
South African Development Community (SADC): SADC secretariat organized tripartite constituents to participate in the Policy Development Dialogue on a Balanced Framework for Foreign Direct Investment (FDI).	Made presentations to the National Economic Development and Labour Council (NEDLAC), the SADC Secretariat and SADC social partners. Initiated research on the topic of foreign direct investment policies in partnership with the Edge Institute.
Tripartite constituents undertook research to consolidate their views on foreign direct investment policies in order to harmonize investment policy rules at the SADC level.	Organized and facilitated training.
Trained 42 tripartite SADC constituents. Raised awareness on specific measures to advance the regional labour migration policy agenda and on the development of CSR activities.	Provided assistance to the SADC secretariat during the presentation of the SADC/CSR project to SADC social partners. Presented the context and work related to the SADC/FDI Policy Development Dialogue.
Caribbean Community (CARICOM): Conducted major comparative research on CARICOM model legislative texts and international labour standards in 13 member States.	Coordinated technical comments on terms of reference and various drafts of the study.
Employers of the Organization of Eastern Caribbean States (OECS) countries formulated positions on participation in the CARICOM Single Market and Economy (CSME) and other labour and social matters.	Employers' organizations in OECS countries participated in a related ILO symposium.
	Organized and conducted a subregional tripartite capacity-building workshop on labour legislation.

Result	ILO contribution
Economic and Monetary Community of Central Africa (CEMAC): Held the first-ever meeting of the CEMAC Subregional Tripartite Social Dialogue Committee, comprising six tripartite delegations.	ILO project on the promotion of social dialogue was instrumental in setting the groundwork and advocating for the creation of the tripartite committee.
Association of South-East Asian Nations (ASEAN): Labour officials of ASEAN countries used ILO labour market scenario analysis to review the social dimension of ASEAN integration. ASEAN Trade Union Council members trained on migrant workers' rights and the promotion of social protection.	Organized and facilitated training. Published labour and social trends reports for the Asia-Pacific region and for ASEAN member countries. Supported the development of OSH profiles in ASEAN countries.
Delegates from eight countries committed to developing and implementing national OSH programmes and profiles and to compiling good practices in national policy and systems.	ILO resource person participated in the Eighth ASEAN-OSHNET Coordinating Board Meeting to discuss and identify specific ILO collaborative areas.
Two workshops held by social partners and others to discuss collaboration on labour statistics and experiences with regard to youth entrepreneurship.	Provided technical and financial assistance for both workshops.
East African Community (EAC): Established annual forums for EAC ministers responsible for labour and employment (in which social partners participate).	Provided technical and financial assistance to the EAC secretariat to establish the forums. Assisted in organizing the ministerial meeting.
Workers influenced the discussions on free movement of labour in East Africa. Draft youth employment action plans developed. Adopted a concept paper on manpower surveys.	Provided a platform for workers to discuss the subject of free movement of labour. Capacity development for social partners on youth action plans.
The East African Trade Union Council improved its capacity to service its EAC members through forums related to workers' issues and the EAC integration process.	Financial and technical assistance to convene trade union forums to deliberate workers' issues and develop common positions.

222. It should also be noted that:

- ECOWAS and WAEMU raised awareness among 24 West African government officials, six WAEMU officials and 15 ECOWAS officials on the need to take into account labour and employment issues in regional PRS, and on the role of social dialogue in its preparation and implementation.

Indicator (ii): Tripartite constituents influence subregional/regional accords on economic and social policy issues

Target: Five accords with increased gender sensitivity.

Result: Six accords, but zero accords with a gender sensitivity component.

Result	ILO contribution
East African Community (EAC): EAC tripartite constituents made commitments to contribute directly to regional negotiations and to consolidate the emerging common market with a regime of free movement of persons based on international standards. (Interregional tripartite seminar on migration flows, between sub-Saharan Africa, the Maghreb and Europe in 2006.)	Participated in the seminar and promoted the ILO Multilateral Framework for Migration and the ratification of international labour standards relating to migration.
Communauté des Pays des Grands Lacs (CEPGL): Tripartite delegations from Burundi, Rwanda and the Democratic Republic of the Congo validated terms of reference for a subregional tripartite meeting to address the involvement of the social partners in the reconstruction and development of the Great Lakes region.	Convened and facilitated the meeting on the terms of reference during the 2006 ILC.
SADC: SADC employers' group and workers' group agreed on a workplan for the SADC/Corporate Social Responsibility project.	Facilitated agreement on workplan.
Ministers and social partners approved a Draft Programme on Productivity as part of the implementation of the SADC Declaration on Productivity.	Provided technical support in the development of the Draft Programme on Productivity.
ECOWAS and WAEMU: Achieved tripartite commitment on the road map for the full implementation of the regional integration process of WAEMU and, more specifically, the ECOWAS Protocols on Free Movement of Persons and the Right of Residence and Establishment (interregional tripartite seminar).	Led a seminar to promote the ILO Multilateral Framework for migration and the ratification of international labour standards on migration.
CARICOM: Adopted the Tripartite Declaration and Plan of Action for Realizing Decent Work in the Caribbean, to be used as a basis for negotiating national employment policies.	Organized and conducted the ILO Tripartite Caribbean Employment Forum workshop.

Tripartite Caribbean Employment Forum

The Tripartite Caribbean Employment Forum in October 2006 was a successful example of the ILO's contribution to advancing the participation and influence of the social partners in the development of regional labour and employment policy. This event helped participants focus together on ways in which creating jobs – while promoting respect for rights, social protection and social dialogue – can be central to social and economic development strategies at the regional level. It helped tripartite constituents consider ways to cooperate to make decent work a key goal of economic policy and part of the response to the challenges of globalization. Beyond enabling a joint reflection on the social dimension of regional integration, the ILO event also resulted in the adoption of a plan of action to be used as a platform for a coordinated approach to regional employment policy development.

Outcome 4b.2: Improving governance

Workplace, labour market and national economic and social governance through social dialogue, labour law and more effective labour administrations.

Overview

- 223.** The achievements for this outcome reflect several developments. In many countries, there was a growing recognition of the role of tripartite and bipartite dialogue in effective labour market governance and a renewed emphasis on building associated institutions and processes. Substantial interest in labour law reform, while often driven by economic considerations, offered opportunities to address issues related to international labour standards. A number of ministries of labour sought ILO assistance to review, wholly or partially, particular functions to improve the effectiveness of their services. The new ILO–IFC Better Work programme received considerable attention with its focus on improving social dialogue, working conditions and competitiveness in global supply chains, in line with national legislation and core labour standards.
- 224.** While targets were exceeded in four indicators, reporting did not capture the gender dimension well. The linking of country outcomes to similar indicators under other operational outcomes was one factor in not meeting targets for indicator (iv). This will be adjusted for the coming biennium.
- 225.** The sustainability of these outcomes will be contingent on several factors. The need for sustained political will to implement reforms at various levels and enforcement limitations (in particular, with respect to labour inspection services and the judicial system) must be addressed when laws are revised or reforms risk failure. Additionally, there is a tendency for member States to adopt a piecemeal and more immediate approach to improving governance, making promotion of the ILO's more coherent and comprehensive strategy an ongoing challenge.
- 226.** Several publications were produced during the biennium and are generating considerable demand: Showcasing tools and experience in labour administration and the informal economy; The employment relationship: An annotated guide to ILO Recommendation No. 198; and Re-engineering labour administration to promote decent work.

Indicators

Indicator (i): Member States modernize their ministries responsible for labour, upgrade the skills of officials, strengthen their capacity on gender mainstreaming and improve representation of women, particularly at decision-making levels

Target: Ten countries.

Result: 20 countries, including one subregion.

Result	ILO contribution
Jamaica and Saint Lucia: Implemented a number of recommendations from diagnostic/organizational studies to strengthen the Ministry of Labour.	Undertook diagnostic reviews and made recommendations on the organizational structure and functions of the national labour administrations.
Trinidad and Tobago: Increased the number of labour inspectors from ten to 90.	Extensive input on the drafting of the new occupational safety act led to government recognition of the need to reinforce the labour inspectorate.
Suriname: Published and distributed its own services guide for labour administration staff (<i>The system of labour administration in Suriname</i>).	Technical editing and advice on items for inclusion in the publication. Provided funds for the printing and dissemination of the book.

Result	ILO contribution
<p>Central America: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica: Elaborated detailed plans of action to improve administration and implementation of labour legislation and to promote a culture of compliance (in accordance with the implementation of White Paper recommendations). Nicaragua developed a legislative proposal to reform its labour inspection system.</p>	<p>Assisted the labour ministries in developing detailed workplans. Provided technical assistance to the Nicaraguan Ministry of Labour and parliamentarians to help them fully understand the implementation requirements of ILO labour inspection Conventions.</p>
<p>Ecuador: Developed a new system of labour statistics registration and trained Ministry of Labour staff in its use. Created instruments to facilitate the implementation and maintenance of the system. Developed a project and inter-agency agreement to establish a labour observatory.</p>	<p>Provided technical advice on the new labour statistics registration system to improve data quality. Assisted in the drafting of the final project document and with the inter-agency agreement. Advised on the operation of a new consultative committee for the project.</p>
<p>Indonesia: Adopted labour administration-related laws and implementation regulations reflecting the fundamental rights and principles at work.</p>	<p>Provided technical assistance and other inputs to the drafting and consultation process. Undertook a labour administration audit and provided recommendations. Gave regular inputs to and monitored social dialogue processes. Provided training to tripartite partners on the fundamental principles and rights at work.</p>
<p>Jordan: Drafted amendments to the Labour Code in conformity with international labour standards. Trained staff in various Ministry of Labour units. Currently establishing a Policy Advisory Unit to improve the Ministry's institutional capacities.</p>	<p>Provided policy advice, training programmes (study tours, fellowships, etc.) and other support on labour administration-related issues. Conducted a national tripartite workshop on labour administration and migration. Prepared a proposal for and gave support to establishing a national centre for training labour inspectors. Provided other training to social partners on labour law compliance.</p>
<p>Kuwait: Ministry of Labour increased the number of labour inspectors.</p>	<p>An ILO-funded study on Kuwait's policy for recruiting migrant workers and the resulting national debate resulted in the recruitment of new labour inspectors. Advice provided on trade union law, social dialogue, and women workers' rights.</p>
<p>Lesotho, Namibia and Swaziland: Completed a strategic review of labour inspection systems and are implementing the associated recommendations, including providing staff with required training.</p>	<p>Provided related strategic management audits and advisory services to assist with the implementation of recommendations. Developed an electronic labour inspection management system to be used by Ministry of Labour when training key staff.</p>
<p>Oman: Increased the number of labour inspectors, by appointing and training 110 new inspectors.</p>	<p>Training support and facilitation of secondments to the Singapore Ministry of Labour for further training.</p>
<p>Panama: Prepared a draft Organic Labour Law on the functions of the Ministry of Labour.</p>	<p>Carried out labour administration audit. Implementation of audit recommendations led to preparation of the Law. Provided technical advice on possible ratification of the Labour Administration Convention, 1978 (No. 150).</p>
<p>Peru: Established a revised national labour inspection system.</p>	<p>Technical assistance for the creation, regulation and launching of an integrated labour inspection system. Support for the formulation and approval of a General Law of Labour Inspection. Training and advocacy in the planning of labour inspections, oriented to directors and authorities of the Ministry of Labour and Employment Promotion and to the Regional Labour Directions. Elaborated processes and an inspection guide.</p>
<p>Philippines: Strengthened and implemented the National Labour Standards Enforcement Framework (LSEF) with the support of social partners. Key national unions are actively using ILO and other international instruments to influence national law and practice on the fundamental rights of workers. Institutionalized Labour Market Committee of the Employers' Confederation of the Philippines (ECOP) to enhance employers' participation in shaping labour and social policies.</p>	<p>Supported the Ministry of Labour in developing training manuals and other materials, and in conducting a tripartite forum. Supplemented LSEF training of trainers for Ministry regional staff and employers' and workers' groups. Provided technical and financial support to workers' organizations for the implementation of capacity-building programmes on key labour agenda issues. Provided support to ECOP for capacity building, advocacy and policy dialogue.</p>

227. It should also be noted that:

- **Burkina Faso, Guinea and Morocco:** Began strategic management audits as initial steps taken towards modernizing their labour administrations.
- **Caribbean islands:** Ministers of labour expressed support for the achievement of decent work. Senior labour officials are serving as focal points for a project on the harmonization of CARICOM labour legislation.
- **Dominica:** Is considering a number of recommendations arising out of diagnostic/organizational studies done to strengthen the Ministry of Labour.
- **Mexico:** Constituents began to formulate decent work indicators, principally related to monitoring labour market efficiency, and to design a National Information System on Occupational Risks (Safety and Health at Work).
- **Nepal:** Is considering the outcomes of a recently completed labour administration audit.
- **Sudan:** Completed a strategic management audit and is currently discussing its implications of the audit.

Indicator (ii): Member States use social dialogue more widely as a tool of workplace, labour market and national economic and social governance, and make measurable progress at increasing the representation of women in social dialogue institutions

Target: Ten countries.

Result: 20 countries.

Result	ILO contribution
Afghanistan: Labour law establishes a Tripartite Labour Advisory Committee. Ministry of Labour established an industrial relations advisory unit.	Organized workshops and meetings with tripartite constituents to promote the establishment of the Committee and the advisory unit.
Bosnia and Herzegovina: A tripartite working group representing the Council of Ministers and the social partners formulated a draft tripartite agreement on the establishment of a national Economic and Social Council (ESC).	Presented and discussed different options for an ESC during a high-level tripartite round table organized by the ILO. Provided technical advice on the draft agreement.
Bulgaria: Implemented wage policy reform through social dialogue. Social partners signed a pact on economic and social development in 2006, which contains an incomes policy. Government adopted a new wages regulation following consultations with social partners. Representatives from Government, social partners and the judiciary discussed policy options for the improvement of judicial mechanisms for the settlement of labour disputes.	Provided technical advice and other expertise, which facilitated the understanding and negotiations between the social partners. Organized a high-level conference on improving judicial mechanisms and provided comparative information on innovative practices in Europe. Prepared an associated publication.

Result	ILO contribution
<p>Cambodia: For the first time, garment employers and 17 different workers' organizations engaged in national sectoral bargaining over the minimum wage. The Government committed (Prime Minister's Eighth Working Group) to promoting collective bargaining as a means of preventing disputes and to establish union representation at the enterprise level for over 1,000 unions. The Ministry of Labour agreed to establish guidelines for conciliators. The Arbitration Council will be supported by World Bank funding until 2012.</p>	<p>Facilitated national negotiations and provided training for employers' and workers' organizations to assist with bargaining. Participated in Working Group and promoted the need to establish a mature industrial relations system based on collective bargaining and to establish and respect union representation at enterprise level as a necessary precondition for successful bargaining. Provided training for Ministry conciliators and promoted the need for clear policy guidelines. Helped establish and sustain the Arbitration Council.</p>
<p>Cameroon, Central African Republic, Congo, Democratic Republic of the Congo, Guinea, Rwanda, Senegal, Togo: Revived or established national tripartite consultative bodies.</p>	<p>Facilitated tripartite meetings and bipartite meetings of social partners and provided advisory services to implement their recommendations. Trained social partners in collective bargaining and dispute settlement.</p>
<p>China: Reached a tripartite consensus on the need for a new law on labour dispute settlement. The Ministry of Labour and the National People's Congress endorsed the first draft of a Labour Disputes Settlement Law. Made progress establishing collective bargaining at the enterprise level.</p>	<p>Conducted high-level tripartite policy workshops on labour disputes settlement systems, mechanisms of third party conciliation and mediation outside the enterprise, and dispute prevention mechanisms within the enterprise. Supported a related high-level study tour to the Hong Kong Special Administrative Region. Carried out training on collective bargaining with the All-China Federation of Trade Unions.</p>
<p>Colombia: Signed a tripartite agreement on improving the social dialogue process. The agreement also established a series of periodic meetings of the permanent Consultative Commission.</p>	<p>Technical advice provided on the tripartite agreement. Negotiated a technical cooperation project to implement the decent work programme. An ILO representative will participate in all meetings of the permanent Consultative Commission.</p>
<p>Indonesia: Changed the structure of the national tripartite body to ensure representation of all parties. A tripartite debate on flexicurity is ongoing.</p>	<p>Trained tripartite constituents, especially at the national level, on workplace cooperation and collective bargaining. With the involvement of the national tripartite partners, prepared a technical paper on social security and labour market flexibility and facilitated related discussions.</p>
<p>Mongolia: Tripartite constituents prepared a proposal on "Partnership for Development 2007–15", which identifies capacity-building needs and a workplan on prioritized technical areas. The Government, in consultation with the social partners, is working on proposals to improve the wage system.</p>	<p>Made comments on the workplan for strengthening tripartite institutions. Carried out capacity building with the Confederation of Mongolian Trade Unions on the issue of wages.</p>
<p>Mozambique: The labour law allowing for extra-judicial resolution of labour disputes was adopted and came into force in 2007.</p>	<p>Comments provided on the draft legislation. Exploring possible collaboration with the first private centre in Mozambique to provide specialized services in the field of labour relations.</p>
<p>Peru: Revitalized the National Labour Council, decentralized its operations and broadened its agenda to include representatives of cooperatives and micro-enterprises and to address gender-related issues.</p>	<p>Provided technical assistance in amending the base statute. Trained Ministry of Labour staff and social partners. Helped draft internal Ministry regulations. Provided advice on the process of decentralizing the Council's operations.</p>
<p>South Africa: Used social dialogue as a key mechanism to strengthen enterprise-level capacity in the textile and tourism industries in areas such as quality, competitiveness, productivity and labour relations. Performance improvements in six firms in the Western Cape, including improved quality and reduced levels of absenteeism.</p>	<p>Helped build and sustain enterprise-level dialogue through a process of needs assessment, development of training materials, establishment and training of in-house facilitator groups, ongoing consultancy support, monitoring and evaluation. Continued to develop a cadre of independent service providers capable of offering ongoing services on performance improvement and enterprise development.</p>

Result	ILO contribution
Viet Nam: Established formal industrial relations structures, including a National Tripartite Commission, to advise on labour issues, and bipartite/tripartite bodies in selected provinces and enterprises. Improved the capacities of industrial relations actors at national, provincial and enterprise levels.	Provided information and training on key issues/skills related to building a sound industrial relations system.

228. It should also be noted that:

- **Bahrain:** Built and increased capacities for social dialogue towards developing an improved system of dispute settlement. Enhanced the skills of conciliators and mediators.
- **Interregional:** The ILO established the Better Work programme in partnership with the IFC (private sector arm of the World Bank) to improve social dialogue, labour standards, working conditions and competitiveness in global supply chains. Country projects are being established in Jordan, Lesotho and Viet Nam.

Indicator (iii): Member States take steps to adopt legislation based on ILO standards and advice, including on gender issues, with the involvement of the social partners

Target: Ten countries.

Result: 57 countries and three regional groupings.

Result	ILO contribution
28 countries and three regional groupings prepared legislation using ILO advice: Albania, Armenia, Bolivia, Burkina Faso, Croatia, Ecuador, Estonia, Islamic Republic of Iran, Jordan, Kiribati, Lebanon, Liberia, Mongolia, Montenegro, Nepal, Oman, Peru, Romania, Solomon Islands, Sri Lanka, Swaziland, Syrian Arab Republic, Timor-Leste, Turkey, Ukraine, United Kingdom (Anguilla, Montserrat), Viet Nam, Yemen.	Provided advice on participatory labour law reform process, relying on social dialogue. Gave technical advice on legislative proposals and/or draft legislation, and on related application of international labour standards. Stressed inclusion of gender-related issues in legislation.
Regional groupings: Caribbean Community (CARICOM), League of Arab States, Organization pour L'Harmonisation en Afrique du Droit (OHADA).	CARICOM: Commissioned and oversaw preparation of major comparative research on CARICOM model legislative texts and the application of international labour standards in 13 countries. Conducted two subregional tripartite capacity-building workshops on labour legislation. Raised awareness on the participatory process of labour law reform. Renewed consultations on finalizing reforms in two countries. Trained 45 participants on drafting gender-sensitive labour law. Distributed labour legislation guidelines.
14 countries are in the process of drafting or adopting more efficient and effective labour legislation and improved processes of tripartite consultation: Afghanistan, Ghana, Kenya, Kuwait, Lesotho, Malawi, Mauritania, Mauritius, Nigeria, Saint Lucia, Swaziland, Ukraine, Vanuatu, Zambia.	Supported legislative drafting process (including training of draftspersons), facilitated discussions with social partners on draft legislation, and/or supported Ministry of Labour during parliamentary process. Provided training to approximately 100 labour court judges and members of industrial tribunals in French-, Portuguese- and English-speaking African countries on HIV/AIDS-related issues (including gender implications and procedural justice). In Central America, raised awareness of over 150 judges from seven countries on international labour standards, social dialogue and comparative industrial relations knowledge and developed skills to improve decision writing and in-court procedures.

Result	ILO contribution
15 countries adopted legislation reflecting ILO technical advice: Bahrain, China, Czech Republic, Fiji, Kazakhstan, Lao People's Democratic Republic, Lesotho, Republic of Moldova, Mozambique, Namibia, Slovakia, Syrian Arab Republic, Uganda, Ukraine, Viet Nam.	See specific examples below. Note: Following ILO involvement, passage/adoption of legislation can take up to several years to occur.

229. Specific examples for this indicator include:

Result	ILO contribution
Bahrain: Adopted the Unemployment Insurance Law.	Prepared the draft policy outline and legislation following discussions with the Government and other key stakeholders. Organized national forum to discuss the proposals.
China: Adopted the Employment Promotion Law and the Labour Contract Law.	Provided technical advice and comments, and facilitated tripartite consultations.
Czech Republic: Adopted a new Labour Code.	Technical advice and training of labour law draftspersons.
Fiji: Adopted the Employment Relations Act.	Written comments and technical advice on the Act.
Kazakhstan: Adopted a new Labour Code.	Provided technical advice on the draft law and in discussions with the tripartite constituents and labour law draftsperson.
Lao People's Democratic Republic: Adopted amendments to the 1994 Labour Law.	Technical advice on revision of the law and the application of international labour standards.
Lesotho: Adopted amendments to the Labour Code addressing HIV/AIDS.	Technical advice and written comments on the Labour Code.
Republic of Moldova: Improved the legal and institutional framework for national tripartite social dialogue through passage of a law establishing a tripartite national commission for consultation and collective bargaining.	Assistance in drafting the law. Trained the members of the tripartite commission on social dialogue principles, techniques and procedures. Helped to establish the secretariat of the commission.
Mozambique: Social partners played an active role in the revision of the new Labour Law, which was passed by Parliament in 2007.	Provided both technical and financial assistance during the process of revising the Labour Law.
Namibia: Adopted amendments to the Labour Act on dispute resolution.	Provided technical advice and written comments.
Slovakia: Adopted a law on tripartite consultation at the national level.	Provided technical advice during the process of developing and drafting the legislation and trained labour law draftspersons.
Syrian Arab Republic: Adopted a law allowing for the establishment of private agencies for the recruitment and employment of domestic workers.	Provided technical advice and other support in relation to the draft legislation.
Uganda: Adopted four long-outstanding pieces of legislation: the Employment Act, the Occupational Safety and Health Act, the Labour Unions Act and the Trade Disputes (Arbitration and Settlement) Act.	Technical advice and written comments on the legislation.
Ukraine: Adopted a law on social dialogue.	Technical comments on the draft law. ILO experts participated in a public hearing organized by the Parliamentary Committee on Social Policy and Labour.
Viet Nam: Adopted new laws on youth, social security, gender equality and overseas migration.	Advice and assistance in the legislative development process to constituents and key partners, including the National Youth Committee and the Committee on Social Affairs of the National Assembly.

Indicator (iv): Member States extend to the informal economy labour administration services, coverage of the labour law, and issues addressed through social dialogue

Target: Eight countries.

Result: Four countries.

Result	ILO contribution
India: The National Commission on Enterprises in the Unorganized Sector prepared reports on the need for social security and on comprehensive legislation for minimum conditions of work and social security. Associated draft legislation was prepared. Ministry of Labour established a task force to prepare a report on the extension of micro-health insurance for informal economy workers.	Made contributions to all reports and to the technical content of the draft legislation.
Mongolia: Measures taken to register workers in the informal sector, to ensure that their situation is reflected in active labour market policies and social security coverage.	Provided advice and other support. Promoted the organization of informal workers through the Confederation of Mongolian Trade Unions.
Sri Lanka: An increased number of small and micro-enterprises have entered value chains at local levels.	Technical assistance on value chain development to small and micro-enterprises in four districts. Extended project to reach people in the informal economy with a view to organizing and linking to formal sector institutions and processes.
Turkey: Consultations between the Government and social partners resulted in a joint agreement on national measures to be taken on the informal economy and unregistered work.	Provided promotional and training activities on using social dialogue as a tool to address unregistered work.

230. It should also be noted that:

- **Azerbaijan:** Is holding tripartite meetings on a regular basis to discuss the issue of the informal economy and possible related options/actions.
- **Andean countries, sub-Saharan African countries and India:** Tripartite constituents improved their understanding of new forms of the employment relationship, in accordance with the provisions of the Employment Relationship Recommendation, 2006 (No. 198).

Indicator (v): Member States ratify or take practical steps to apply ILO Conventions on social dialogue and labour administration (focus on Conventions Nos 144, 150 and 154)

Target: 12 countries.

Result: 13 countries.

Result	ILO contribution
Eight countries ratified Conventions:	
Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144): Bosnia and Herzegovina, Central African Republic, Kyrgyzstan, Montenegro.	During the past few years, provided technical advice, undertook promotional activities (including distributing publicity material, conducting tripartite workshops) and held discussions on implementation requirements in each country.
Labour Administration Convention, 1978 (No. 150): Central African Republic, Republic of Moldova, Trinidad and Tobago.	
Labour Relations (Public Service) Convention, 1978 (No. 151): El Salvador.	
Collective Bargaining Convention, 1981 (No. 154): Slovenia.	
Albania: (Ratified Conventions Nos 144, 150, 151, and 154 between 1999–2002.) Completed a users' guide on the Labour Code and provided training to key users. Made progress in labour law enforcement (judges are now relying on the guide).	Trained Ministry of Labour officials on participatory labour law reform processes and issues related to drafting and enforcement. Assisted in the preparation, translation and dissemination of the users' guide and related training for labour inspectors, judges and social partners.
Armenia: (Ratified Convention No. 144 in 2005.) The social partners are now regularly consulted on the preparation of reports due to the ILO, with a view to giving effect to Convention No. 144.	Held a tripartite seminar on reporting and other obligations under the ILO Constitution, followed by several working sessions with Ministry of Labour and social partner representatives.
Ecuador: Improved negotiation ability of members of the tripartite National Labour Council and its Technical Secretariat.	Technical assistance to continue to strengthen the Council. Provided training to Council members in negotiation techniques.
Mexico: (Ratified Convention No. 150 in 1982.) In 2007, the Committee of Experts commented favourably on a number of initiatives taken by the Ministry of Labour to improve its implementation of Convention No. 150, such as the holding of tripartite consultations to revise the national development plan.	Provided advice, training and other support through a project established to strengthen institutional mechanisms of social dialogue.
South Africa: (Ratified Convention No. 144 in 2003.) Reviewed the national social dialogue institution, the National Economic Development and the Labour Council. Strengthened its role and contribution to the formulation and implementation of national socio-economic development policies and programmes.	Supported the review and contributed to the finalization of the associated report.

Social dialogue in Turkey

As part of the follow-up to the 2002 ILC resolution concerning tripartism and social dialogue, Turkey was selected as a pilot country to address employment promotion and unregistered work through tripartite dialogue.

The programme targeted both national-level and provincial actors, and resulted in in-depth assessments on registered and unregistered employment, industrial relations and economic development in three provinces. Tripartite action plans reflecting consensus and proposed solutions were developed and a tripartite Declaration on social dialogue, employment promotion and unregistered work was endorsed at a high-level conference in 2006.

The project also exposed the constituents in Turkey to various approaches to dealing with the unregistered economy in EU countries and culminated in a working paper, *Tackling unregistered work through social dialogue: The Turkish and European experience*, which was presented at a high-level international tripartite conference.

Operational objective 4c: The development of social dialogue at sectoral level

The ILO's established role as a venue for social dialogue at an international level on the specific issues affecting different sectors is developed to take account of the labour and social dimensions of increasing global economic integration.

Outcome 4c.1: Improved labour and social outcomes in specific sectors

Constituents use social dialogue to improve labour and social outcomes in specific economic sectors and thereby enhance performance.

Overview

231. The outcomes achieved reflect the strong variations among sectors, both private and public, with respect to social dialogue, competitive environment, demographic composition of the labour force, vocational and educational profiles, occupations and working conditions. It is this attention to the specificities of each sector that has allowed workers, employers and governments, with ILO assistance, to achieve a number of significant improvements towards decent work in particular sectors and countries.
232. While the overall strategy worked well, the original emphasis foreseen in 2004, when the strategy was drafted, had to be adapted to new developments. In particular, the later than foreseen adoption of the Maritime Labour Convention, 2006, and the unexpected need for a third discussion of the Work in Fishing Convention, 2007 (No. 188), required changes to the work programmes' focus. In order to ensure wide support for the instruments under discussion, the Office strengthened the emphasis on consultation in the standard-setting process, which allowed for unprecedented levels of acceptance for both the Maritime Labour Convention and the Work in Fishing Convention, 2007 (No. 188) by the Conference.
233. A new approach to sectoral activities endorsed by the Governing Body will further encourage communication, collaboration and cooperation on sectoral matters both inside and outside the ILO. It aims at strengthening core areas of sectoral work and research, and improving procedures for priority setting. Increased flexibility and more consultations with constituents, as well as a more direct involvement with the external offices, will allow work to be tailored to the real-world needs of workplaces.
234. To improve the planning of sectoral work, the ILO deepened consultations through advisory bodies and furthered its collaboration to ensure a coherent, sectoral approach and synergies with DWCPs. More emphasis will be given to the development of tools, including training materials. Global dialogue forums, which will focus on specific issues, will provide a sharper focus on sectoral challenges.
235. Of the sectoral publications, studies and other documents produced in 2006–07, the following were particularly important: the code of practice on safety and health in underground coalmines; *Using the ILO code of practice on HIV/AIDS and the world of work: Guidelines for the transport sector*; the *HIV/AIDS workplace policy for the education sector for the Caribbean and for southern Africa*; the WHO/ILO/IMO *International Medical Guide for Ships*; and a brochure promoting the ratification of the Work in Fishing Convention, 2007 (No. 188).

Indicators

Indicator (i): Constituents use social dialogue to target and take effective action to improve social and labour outcomes in specific economic sectors within a member State

Target: 20 countries.

Result: 36 countries: Algeria, Argentina, Barbados, Brazil, Bulgaria, Cameroon, Central African Republic, Costa Rica, Croatia, Dominican Republic, Egypt, Germany, Ghana, India, Indonesia, Kenya, Kyrgyzstan, Latvia, Lebanon, Lithuania, Madagascar, Republic of Moldova, Montenegro, Morocco, Peru, Philippines, Romania, Russian Federation, Senegal, Syrian Arab Republic, United Republic of Tanzania, Trinidad and Tobago, Tunisia, Uganda, Yemen, Zambia.

236. Examples include:

Result	ILO contribution
15 countries ratified sectoral Conventions:	Provided advice, sometimes within the context of sectoral action programmes (such as in relation to the Safety and Health in Construction Convention, 1988 (No. 167) or the Safety and Health in Agriculture Convention, 2001 (No. 184)) or through regular international labour standards-related work in specific sectors (such as the maritime or the ports industries).
Algeria (Nos 147, 167), Argentina (No. 184), Brazil (Nos 167, 176), Montenegro (Nos 8, 9, 11, 12, 16, 22, 23, 25, 27, 32, 45, 53, 56, 69, 73, 74, 91, 92, 106, 113, 114, 126, 129), Central African Republic (No. 120), Dominican Republic (No. 170), El Salvador (No. 151), Germany (Nos 46, 147, 166, 172, 180), Latvia (Nos 133, 180), Lebanon (No. 170), Lithuania (Nos 147, 149), Republic of Moldova (No. 152), Peru (No. 178), Russian Federation (No. 163), Syrian Arab Republic (No. 170).	
Barbados: Revised national legislation on agrochemicals.	Technical assistance and training.
National tripartite constituents agreed to a plan of action on vocational training linked with the establishment/improvement of institutionalized labour-management relations at the company/hotel level.	Raised awareness on the need for vocational training. Established links between the vocational training programme and the social dialogue structure.
Brazil: Established a tripartite social dialogue forum in the construction sector. Designed a plan of action, with a focus on OSH, employment generation and training. Implemented a set of training units for the different partners. Two large Brazilian cities started their own (local) initiatives based on the action programme.	Facilitated social dialogue, developed tool kits and provided training. Mobilized financial and in-kind support from national agencies.
Bulgaria: Concluded a collective labour agreement in the education sector. Parliament approved a Strategy for the Development of School Education, resulting in improved funding for secondary schools.	Developed a conceptual framework to guide national research and analysis. Assisted in the establishment of a tripartite national steering group for the national programme. During a national policy dialogue forum, provided technical comments on a report to decision-makers.

Result	ILO contribution
<p>Egypt: Adopted an action plan for the textile industry to improve competitiveness.</p> <p>Established a social dialogue forum in the construction sector, which designed a plan of action with a focus on OSH, employment generation and training.</p> <p>MOU on vocational training concluded between the Ministry of Manpower and Migration, the Ministry of Tourism and national worker and employer organizations of the hotel, catering and tourism sector.</p>	<p>Facilitated the identification of priorities to increase the competitiveness of the three sectors. Assisted in the finalization and adoption of the plan of action in a tripartite workshop. A round table for donors and participatory resource mobilization efforts were undertaken.</p>
<p>Ghana: Included regulations regarding labour-based techniques in the new procurement policies of the central Government.</p> <p>The Institute of Local Government Studies, which had been contracted to carry out training in the pilot districts, is now independently offering training to the other districts in the country, without any ILO funding.</p>	<p>In the construction sector, facilitated social dialogue, developed tool kits and provided training. Advocated for the inclusion of OSH regulations and provided advice. Undertook resource mobilization efforts and created linkages with programmes of the World Bank and other UN agencies (such as UN Habitat).</p> <p>Raised awareness on the need for vocational training in the hotels, catering and tourism sector. Developed a project.</p> <p>Facilitated social dialogue, provided training and developed tool kits for the construction sector.</p>
<p>Kenya and Senegal: Established a National Tripartite Steering Committee as part of national consultation with sectoral partners. An NAP on managing health worker migration was adopted.</p>	<p>Advocated for the inclusion of labour-based techniques in procurement and provided technical assistance.</p> <p>Currently assisting with resource mobilization efforts.</p>
<p>Morocco: A bipartite textile and clothing committee (the only sectoral bipartite committee in Morocco) was created.</p> <p>A pilot project was launched in 12 enterprises. A bipartite committee was created in each enterprise. The committees are elaborating plans to improve competitiveness, with the support of trainers trained by the ILO.</p> <p>The sectoral bipartite committee has agreed with the MFA-Forum to include Morocco in the initiative.</p>	<p>The national consultation process started following the countries' participation in the ILO's Interregional Tripartite Meeting on Health Services, which led to the adoption of preliminary country-specific action plans.</p> <p>The ILO is providing technical and financial support for the implementation of the action plan, in collaboration with the World Health Organization and the International Organization for Migration.</p> <p>Developed a programme to improve the competitiveness of the textile and clothing industry through decent work.</p>
<p>Peru: Adopted a tripartite plan of action to promote decent work for women workers in the fish-processing sector.</p>	<p>Adapted modular training materials to the national situation. Trained trainers to assist enterprises and trade unions regarding the challenges related to the globalization of the industry.</p>
<p>Philippines: An NAP to Promote Decent Work in the Textile and Clothing Sector was adopted by the Clothing and Textile Industry Tripartite Council.</p>	<p>Funded the development of a guide on the new Labour Code and facilitated the development of a Multi-Fibre Agreement Forum initiative.</p> <p>Organized a tripartite national workshop to promote decent work and strengthen the gender dimension in the fish-processing branch in selected provinces. Findings of ILO field survey served as the basis for the workshop agenda.</p>
<p>United Republic of Tanzania: Established a tripartite forum of social dialogue in the construction sector. Designed a plan of action with a focus on OHS. Included OHS regulations in the new procurement policies of the central Government.</p>	<p>Technical support in the development of the NAP. Contributed to two research studies.</p> <p>Facilitated social dialogue. Implemented a set of OSH training units for the different partners and produced training kits. Provided advice and advocated for the inclusion of OSH regulations. Currently supporting resource mobilization to ensure sustainability of activities.</p>

Result	ILO contribution
Tunisia: Government and social partners adopted an action plan for the textile, clothing and footwear sector covering social dialogue at enterprise level, improvements in human resources management and the linking of workers' training with enterprises. Capacities strengthened in relation to improved work-time management issues.	Assisted in the development of a study on the textile, clothing and footwear sector and the drafting of the action plan. Organized a tripartite workshop on work-time management.
Uganda: OSH legislation (Safety Act) was adopted, which included agriculture for the first time.	The inclusion of agriculture resulted from the sectoral Action Programme on Agriculture, through which the ILO provided technical assistance and training.
Yemen: Supported implementation of an initiative on policy advocacy on gender and women's issues in the health sector.	Technical advice throughout the process. Funded five networking and training seminars. Developed a training and advocacy tool.
Zambia: Tripartite constituents developed a joint project to deliver a two-week training course on skills and employability in telecommunications services, for workers, managers and government officials from Malawi, Lesotho, Swaziland, Zambia and Zimbabwe.	Through the ILO Tripartite Regional Seminar on Skills and Employability in Telecommunications Services in Africa (United Republic of Tanzania), participants identified activities that could be undertaken within the Action Programme in 2007.

Indicator (ii): Member States ratify the consolidated Convention on maritime labour standards if adopted

Target: Five countries.

Result: Two countries.

Result	ILO contribution
Ratification by Liberia and the Marshall Islands .	Launched a ratification campaign, including disseminating information on the Convention to member States, regional organizations and industry actors. Conducted high-level tripartite consultations to selected countries and organized tripartite seminars in all subregions/regions. Developed tools (CD-ROM, compilation of frequently asked questions and a brochure) to assist with ratification and implementation.

Indicator (iii): Member States ratify the Convention on fishing if adopted

Target: Eight countries.

Result: Not applicable.

- 237.** Due to the ILC's decision to hold a third sitting on the Work in Fishing Convention, 2007 (No. 188), the Convention was only adopted in June 2007. No ratifications could therefore yet be received.

Indicator (iv): Member States ratify the Seafarers' Identity Documents Convention (Revised), 2003, (No. 185)

Target: Ten countries.

Result: Eight countries.

Result	ILO contribution
Ratification by: Albania, Azerbaijan, Bahamas, Republic of Korea, Madagascar, Republic of Moldova, Pakistan, Vanuatu.	Promotion and advocacy for the ratification of the Convention. Technical assistance, before and after ratification, related to the technical aspects of the standards, compliance of seafarers' identity documents (SIDs) with the Convention requirements and the issuing of SIDs. Tested and approved four additional biometric products.
Declaration of provisional application received by: Lithuania.	

Indicator (v): Constituents take action to implement sectoral codes of practice and guidelines

Target: Ten countries.

Result: 33 countries.

Result	ILO contribution
Education	
Tripartite or bipartite representatives in 25 countries adopted policy declarations (SADC countries and Nigeria), action plans (Caribbean countries), consensus statements (Latin American countries) or conclusions/recommendations for national decision-makers (Niger and Bulgaria) on desired policies and measures to alleviate teacher shortages in their countries.	Materials/literature (ILO code of practice, ILO/WHO guidelines, guidelines for employers and workers). Capacity enhancement through training, awareness raising and advocacy.
15 countries in Africa: Angola, Botswana, Democratic Republic of the Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Niger, Nigeria, South Africa, Swaziland, the United Republic of Tanzania, Zambia, Zimbabwe.	Provided research, policy dialogue forums and technical assistance through the education sector action programme, "Teachers for the future: Meeting teacher shortages to achieve Education for All".
Four countries in Latin America: Argentina, Brazil, Chile, Mexico.	
Nine countries in the Caribbean: Antigua and Barbuda, Barbados, Belize, Dominica, Guyana, Jamaica, Saint Lucia, Saint Kitts and Nevis, Trinidad and Tobago.	
One country in Eastern Europe: Bulgaria.	
Basic metal production	
In their Global Agreement with Arcelor Mittal Steel, workers' organizations in eight countries (as well as the International Metalworkers' Federation and the European Metalworkers' Federation) agreed to the ILO code of practice on safety and health in the iron and steel industry as a minimum OSH standard: Argentina (ASIMRA, UOM), Brazil (CNM-CUT, CNTM), Canada (USW-CA), The former Yugoslav Republic of Macedonia (SIER), Mexico (SNTMMSRM), Romania (FSS), South Africa (NUMSA), United States (USW, FITIM).	The code of practice was promoted and translated into English, French, Spanish, Chinese, Bulgarian, Romanian, Russian and Serbian.
Bangladesh: All 32 shipbreaking yards were registered under the Factory Act. The Bangladesh Shipbreakers Association established a training and information cell within the association.	Developed a training manual. Since 2006, half of the country's shipbreakers (approximately 5,000) were trained in OSH through an ILO-UNDP project. Advised the Government on a national guideline for ship recycling.

Result	ILO contribution
Brazil: Federal Directorate of Ports and Coasts trained 2,046 port workers and managers.	The ILO Port Worker training package was used to provide training.
China: State Administration of Work Safety (SAWS) distributed the Chinese version of the new ILO code of practice on safety and health in underground coalmines to mine managers, inspectors and academic institutions.	Translated and promoted the new code of practice in close collaboration with SAWS. Conducted a workshop on risk assessment in collaboration with the International Council on Mining and Metals and the International Federation of Chemical, Energy, Mine and General Workers' Unions.
Russian Federation: Association of International Road Carriers incorporated parts of the ILO tool kit on HIV/AIDS for the road transport sector into the programmes of their 13 training institutes.	Development of a tool kit on HIV/AIDS in collaboration with the International Road Transport Union and the International Transport Workers' Federation.
Zimbabwe: Sectoral (transport, mining, agriculture) workplace HIV/AIDS policies and action plans adopted and implemented. The number of enterprises with workplace policies and programmes increased by at least 50 per cent.	Provided technical and financial support (guidelines for certain sectors).

Tripartite consultations prepared wide adoption of Conventions

The record votes for the sectoral Conventions adopted in 2006–07 (the Maritime Labour Convention, 2006 and the Work in Fishing Convention, 2007 (No. 188)) were the direct result of the importance given to consultation in their development.

The consolidation of maritime labour standards involved a five-year process of tripartite consultation. Fundamental concepts and draft provisions were examined by a High-Level Tripartite Working Group, which met four times, and its Tripartite Subgroup, which met twice. This groundwork enabled the Preparatory Technical Maritime Conference and the ILC (Maritime Session) to concentrate on the few outstanding issues and find solutions that could be supported by all groups. The strong support of all constituents was crucial to creating an instrument that promises to guarantee decent work for seafarers.

Similarly, consultations were central to the process in developing the new standard on fishing, which features an innovative “progressive implementation clause”. This concept was a direct result of intensive informal consultations and was first proposed during a tripartite interregional round table. Its inclusion was central to the wide support for the Convention.

Mainstreamed strategies and InFocus Initiatives

Mainstreamed strategies

238. The five mainstreamed strategies promote integrated work approaches. By encouraging cross-cutting activities throughout the ILO, the strategies are recorded in the results of all four strategic objectives. The following section provides an overview of each mainstreamed strategy and examples of some of the important country-level and international results achieved. It is not meant to constitute a complete list of all ILO achievements under these strategies.

Fair globalization

239. The importance of the Decent Work Agenda in the shaping of a fair globalization drove much of the ILO's activities at country, regional and international levels. A major challenge was and continues to be the integration of the range of policies that determine the environment for the creation of decent work opportunities. In order to be fully effective, the ILO must not only present its Agenda as an integrated package of policies, but must engage with partner organizations in the international system to offer a coherent approach to this global goal.
240. The Governing Body Working Party on the Social Dimension of Globalization played a central role, discussing a series of Office reports and background papers on policy coherence. These covered the follow-up to the 2005 UN Summit, which made decent work a central objective of development strategies, including achievement of the MDGs. The 2006 the ECOSOC Ministerial Declaration took this further with the adoption of an extensive declaration to mainstream decent work throughout the activities of international agencies as well as in national development strategies. The CEB of the UN system subsequently developed the *Toolkit for mainstreaming employment and decent work* to assist agencies in building decent work objectives into their own programmes.
241. In parallel to these contributions, the ILO initiated a series of meetings with senior staff of the IMF, World Bank, World Trade Organization and UN agencies focused on improving policy analysis for the interconnected objectives of growth, investment and employment. The Policy Coherence Initiative (PCI) has developed along three dimensions: examination of the potential for collaboration between agencies' research; regional meetings connecting research to current policy challenges; and assessments of the impact on decent work in a number of countries of international policies.
242. At the international level, meetings included participants from United Nations Department of Economic and Social Affairs (UNDESA), United Nations Conference on Trade and Development (UNCTAD), UNDP, IFAD, FAO, UNICEF, IMF, World Bank and WTO. The discussions centred on flexicurity, financial openness, wage shares in national income, trade and employment, and informality in Africa. Additional policy-related meetings were also held in southern Africa and South Asia.
243. The importance of a new development paradigm to guide policy coherence was discussed at the Forum on Decent Work for a Fair Globalization held in Lisbon, Portugal. It brought together over 400 participants from ILO constituents, international organizations and civil society organizations to discuss how increased dialogue and collaboration could enhance the contribution of the Decent Work Agenda to shaping fair globalization.
244. Further work is also under way in several countries to assess the impact of international economic and financial policies on decent work and to build integrated national responses.

This is aimed both at supporting DWCPs and deepening understanding of the key factors influencing the relationships between growth investment and employment. In Viet Nam and Costa Rica, the coffee sector was the subject of detailed value chain analysis. The impact of global food chains on employment was discussed by a tripartite sectoral meeting, while projects to increase competitiveness through decent work were conducted in Morocco, the Philippines, Romania and Tunisia. In South Africa, research contributed to the development of a cross-Office project on the potential of an Expanded Public Works Programme in reducing income insecurity and promoting employment. Similarly, in Nepal a detailed analysis of the relationship between labour institutions, labour laws and economic outcomes has fed into work with constituents on an integrated DWCP.

Working out of poverty

- 245.** While the previous biennium centred on the conceptual development of the working out of poverty strategy, and its application in some 15 PRSP countries, this biennium focused on three main areas. To meet the requirement to expand the programme under a limited budget, a number of generic tools were developed for application across a range of diverse country conditions. The programme also improved its ability to influence national policy. This was done through more direct involvement with the Ministries of Finance and Planning, by seeking to influence national budgets in addition to policy documents, and by pursuing policy coherence with the Bretton Woods institutions, other UN agencies, and donors and development partners. Lastly, the uptake of this programme by constituents improved as a result of hands-on capacity building.

Highlights

Country results

- Demand side, counter-cyclical macro policy programmes to raise growth and employment were advocated, particularly in post conflict/economically depressed countries like Liberia, Mozambique and Zambia, and recovering subregions in Asia and Latin America.
- Employment was mainstreamed in a number of national policy frameworks, such as in Brazil, Cambodia, China, Gambia, India, Pakistan, Indonesia, Lesotho and Yemen.
- There were positive impacts in skills and enterprise development programmes to raise productivity, employment, and incomes, particularly in the informal economy, such as in Azerbaijan, Bangladesh, Brazil, the Caribbean, Kyrgyzstan, Mexico, Pakistan, India and Western Samoa.
- Technical support was provided to social protection programmes, such as in Bahrain, Brazil, Côte d'Ivoire, Lithuania, Ukraine, Vanuatu and Zambia. Combating HIV in the workplace was stressed for national plans in Cameroon, Ethiopia, and Papua New Guinea.
- The efficacy of employment-intensive programmes was particularly demonstrated in distressed local conditions, such as in Sri Lanka, Pakistan, Aceh and North Sumatra. Programmes also had longer-term impact in more stable countries, such as in Cambodia and South Africa.
- Forced labour, exclusion and discrimination cause the deepest poverty, and the impact of legislative action has been particularly demonstrated in the cases of Brazil and Pakistan.

Global/international results

- The African Regional Economic Communities, supported by the AU Summit on Employment and Poverty Alleviation, have emphasized their key role in promoting policies for job creation and poverty reduction.
- The CARICOM-envisaged unification of the Caribbean labour market is seen as a key policy instrument for leveraging employment and growth and reducing poverty.
- The ILO's 16th Regional Meeting of the Americas concluded with the recommendation of a decade of promoting decent work and contributing to poverty reduction.
- The Asian Employment Forum, resulting from the recommendation of the 14th Asian Regional Meeting, focused on the role of employment in leveraging regional growth and reducing both cyclical and endemic poverty.

Challenges and lessons learned

- 246.** The ongoing challenge remains the need to more effectively influence national policies, with better, observable outcomes for work and poverty. National policy, particularly for distressed, debtor countries, is inordinately influenced by the World Bank, the IMF and regional banks, not least because it is accompanied by much needed credit. To better influence national economic ministries, the ILO therefore needs to further strengthen its analytical and policy knowledge base, and its level of engagement with these international financial institutions at the global, regional, and country levels.

Advancing gender equality

- 247.** Increased effort and good results were achieved on mainstreaming gender concerns in activities with constituents at the national level and in pursuing collaboration with UN and other international development agencies. The ILO participated and contributed to many inter-agency task forces, policy groups and theme groups in which decent work and gender equality elements were successfully included.
- 248.** A variety of approaches contributed to the achievement of results, including interventions aimed at both women and men and/or for one gender in particular. This included enhancing the capacity of stakeholders to include gender dimensions in specific work-related issues, the use of data disaggregated by sex, the application of gender analysis and tools to review legislation and work-related programmes, and the development of indicators to assess DWCPs and UNDAFs. An ILO Gender Equality Action Plan 2008–09 was endorsed by the Governing Body and will guide work in the coming biennium.

*Highlights**Country results*

- 249.** The mainstreaming of gender was evidenced by:
- the inclusion of gender equality in national employment plans (United Republic of Tanzania, Yemen and Cape Verde) and the development of action plans, such as Afghanistan's NAP for women, which improved strategies related to mainstreaming gender into broader employment and education programmes;
 - the reflection of gender equality concerns in new labour legislation and policies, including in Western Samoa, the Employment Promotion Law in China, the NEP in Jordan, and the National Policy on HIV/AIDS in Nigeria;

- the inclusion of gender considerations in the planning and implementation of DWCPs, for example in Albania, Bosnia and Herzegovina, Brazil, Chile, Indonesia, Jordan, Lesotho, Republic of Moldova, Mozambique and Paraguay;
- the ratification of the four key gender equality Conventions Nos 100, 111, 156 and 183 by nine member States, which ratified one or several of the four Conventions, the latest being the ratification of Convention No. 156 by Paraguay after extensive capacity building and gender sensitizing of the Tripartite Commission on Equal Opportunities;
- the use of ILO participatory gender audit methodology by constituents and several UN Country Teams (China, Pakistan, Philippines, Russian Federation, Yemen) to improve gender equality outcomes in their structures, policies and activities; and
- the promotion of active and/or equal participation by women in activities and decision-making in workers' organizations in numerous countries and at the regional level in Africa.

Global/international results

- There was improvement in the number and status of women participating in ILO meetings, seminars and training. The overall share of women participants rose to 52 per cent (from 28 per cent in 2004–05).
- Technical inputs were provided to international and regional trade union confederations and to ECOSOC, the Commission on the Status of Women, UNDP, IFAD, FAO, UNCTAD, the World Tourism Organization, UNIFEM, OECD/DAC, United Nations Development Group (UNDG) and to many UN gender theme groups in all regions.

Challenges and lessons learned

250. There remains a need to further build the capacity of all ILO staff to maintain and address gender mainstreaming and women's empowerment in their work. This is a key issue in the growing number of DWCPs under development and in engaging with UNCTs in "Delivering as One". Greater institutional support is required for staff training on gender equality concepts, mainstreaming techniques and more effective promotion of the four key gender equality Conventions.
251. A major challenge continues to be better enforcement of legislation against discrimination. The ILO must continue to promote a gender-sensitive package of policies and engage with the constituents to offer a coherent approach to this global goal.
252. The use of participatory gender audits has proven effective for assisting constituents to increasingly combat gender inequalities in their structures and activities. This helped lead to changes in legislation, government structures, training approaches and more balanced representation at the decision-making levels of constituent bodies.
253. Support from donors to mainstream gender into partnership agreements has created opportunities to implement cross-sectoral and gender-specific initiatives to support the implementation of DWCPs.

Greater influence of international labour standards in development

254. Actions to enhance the influence of international labour standards in development consisted of the promotion of both the ratification and the implementation of up to date

Conventions, and assistance to member States to help them comply with ratified Conventions. In March 2007, the Governing Body discussed the implementation of a standards strategy aimed at assisting member States through the different phases leading to full implementation of standards, within the context of DWCPs.

- 255.** Throughout its activities, the ILO stressed and enhanced the role of employers' and workers' organizations in policy formulation, the promotion, ratification and implementation of Conventions, capacity and awareness raising, and the implementation of social policies in enterprises.

Highlights

Country results

- 256.** International labour standards played an important role in most ILO programmes and related activities took place in almost all areas of ILO work. While it is not possible to list all the activities, related results included:

- Progress was made by member States in the implementation of fundamental principles and rights at work through the harmonization of national labour laws with international labour standards (Ethiopia, Fiji, Kiribati, Papua New Guinea, Qatar, Solomon Islands, Vanuatu and Yemen). Public policies were implemented in Mexico to promote collective bargaining and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98).
- Permanent committees were established for the eradication of forced labour in Bolivia and Peru. In Brazil, increased penalties for the use of forced labour decreased the number of "slave workers" and internationally trafficked labourers.
- Labour legislation was reviewed in Bosnia and Herzegovina to better reflect the principles of gender equality and non-discrimination.
- In 65 countries, measures were adopted to eliminate child labour, through technical cooperation.
- More reports on ratified Conventions and instruments were submitted. Steps were taken to improve compliance with ILO standards in Bosnia and Herzegovina and The former Yugoslav Republic of Macedonia.
- A Regional Plan of Action for Labour Migration was adopted in the Asia and Pacific region.

Global or international results

- Activities took place in all regions to improve governance through awareness raising and the promotion of the application of international labour standards at the national level, and through the strengthening of social dialogue mechanisms and labour institutions (Brazil, Cambodia, China, Colombia, Ecuador, Indonesia, Jordan, Lao People's Democratic Republic, Mexico, Mongolia, Philippines, Syrian Arab Republic, Thailand and Togo).
- A multi-sectoral, inter-disciplinary research project on the economic dynamics of international labour standards was carried out to assist member States to more effectively implement standards.
- In the Caribbean region, a CARICOM social floor is being discussed to include the eight fundamental Conventions, the four priority Conventions, selected ILO OSH and

social security Conventions, as well as ILO Conventions concerning labour migration.

Challenges and lessons learned

257. The Governing Body discussed (November 2007) a plan of action concerning, in particular, the enhanced integration of international labour standards into technical cooperation. This plan of action should constitute the backbone of the influence of international labour standards in development. A number of lessons should be drawn from an assessment of DWCPs, with a view to increasing their rights component.
258. A more systematic approach for identifying national priorities for technical cooperation, as well as the mainstreaming of standards-related priorities in both ILO and UN technical cooperation activities, is required to enhance the influence of standards in development. A good practice guide that will provide guidance and enhance funding opportunities for promoting and implementing standards through technical cooperation is under preparation.

Expanding the influence of social partners, social dialogue and tripartism

259. By emphasizing the importance of tripartism and the shared responsibility for its implementation across the ILO, the strategy to expand the influence of social partners, social dialogue and tripartism represented a concrete response to the resolution concerning tripartism and social dialogue, adopted by the ILC at its 90th Session in June 2002.
260. The need to ensure that ILO staff were well grounded in tripartism and social dialogue was a critical issue. Orientation/training materials and tools were developed to promote a more consistent, institutional message within and outside the ILO, and to enhance internal mainstreaming and day-to-day operational practices. These included the Guidelines for consultations with the Bureaux for Employers and Workers Activities and a video entitled “Tripartism and social dialogue: The heart of the ILO”. The ILO also continued to work towards increasing the number of staff with “real life” experience in industrial relations who can contribute direct experience to complement ILO expertise.

Highlights

Country results

- In addition to the diverse issues addressed daily through bipartite collective bargaining, in many countries, social dialogue and tripartism provided the basis for building consensus on a variety of social and economic policies. These included employment promotion, labour legislation, vocational education and training, OSH, gender equality, social security reforms, poverty reduction and economic restructuring.
- Through national and regional participation, tripartite constituents developed and shared knowledge on issues such as youth employment (Mozambique), flexicurity (Ukraine), skills development policy (Asia and Pacific region), employment-intensive investment (South Africa), social security (Republic of Moldova), pension reform (Bosnia and Herzegovina), OSH strategy development (Croatia), gender equality (Brazil), human resources development (Mexico), eliminating workplace risks (Albania, Bosnia and Herzegovina), extension of social protection to the informal economy (Senegal), child labour (Turkey, Pakistan), HIV/AIDS strategy (China) and local development strategies and tools (Philippines).

Global/international results

- Tripartism and full involvement of social partners was an essential component in a number of processes, notably in the planning and implementation of DWCPs, which emphasized engaging the social partners in planning and implementation.
- International sectoral meetings provided an ideal platform for the oversight of global trends in decent work. Meetings conducted included: Social and Labour Implications of the Increased Use of Advanced Retail Technologies; Impact of Global Food Chains on Employment; and Production of Electronic Components for the IT Industries: Changing Labour Force Requirements in a Global Economy.
- Tripartism and social dialogue were included in the CEB *Toolkit for mainstreaming employment and decent work*, developed as part of the effort to achieve “Delivering as One”, and in the ILO-coordinated UN System Policy Paper for Employment Creation and Reintegration.

Challenges and lessons learned

- 261.** Mainstreaming of tripartism and social dialogue in the work of the ILO remains uneven. While the very existence of the strategy is an expression of the importance of tripartism and a number of good practices were noted, five years after the adoption of the resolution concerning tripartism and social dialogue, work remains to be done. The ILO’s support is still required in many countries in order to build political will and sustainable institutions of social dialogue.
- 262.** Ensuring that social partners were fully involved and able to assist in the implementation of DWCPs was a challenge. It was not always clear how actively social partners were involved or whether resources were available for their participation. The ILO must better assess how to involve social partners in DWCP design and to evaluate the impact of their participation. Due to the expected tripartite nature of the programme and its importance in relation to UNDAFs and UNCTs in “Delivering as One”, the involvement of the social partners should be made a condition for the signing of DWCPs.
- 263.** Tripartism and social dialogue give the ILO a unique comparative advantage within the multilateral system. It remains essential to emphasize the ways in which tripartism and standards contribute to improving coherence between social and economic objectives.

InFocus Initiatives

InFocus Initiative on the informal economy (IFI–IE)

- 264.** During the biennium, the IFI–IE focused on the following inter-related areas of action: knowledge development and knowledge sharing; assessment and integration of ILO tools; support to DWCPs; policy dialogue; organization and tripartism; and measurement and data collection.
- 265.** Examples of key work include:
- **Knowledge development and knowledge sharing:** Analyses were conducted on the cost-benefits of compliance with labour laws, expanding women’s access to employment and regional trends. Additional research took place on social exclusion and poverty, specific groups within the informal economy, the reorientation of public services to the informal economy and the impacts of apprenticeship schemes.

- **Assessment and integration of ILO tools:** A consolidated reader is being developed to bring together major ILO tools, as well as a “Labour Law Resource Tool”, a “Resource Guide on Upgrading MSEs”, a survey questionnaire on decent work deficits and other tools.
- **Organization and tripartism:** Malawi, Burkina Faso, Sri Lanka and Cambodia reported increased organization of workers and employers in the informal economy and in some cases the formation of new unions.

Highlights

Country results

266. A number of countries made significant efforts to address governance issues, develop national policies, extend social protection, facilitate organization and dialogue, and increase productivity in the informal economy. Notable examples include:

- Mongolia developed a National Policy Framework for the informal economy.
- China, Fiji, India, Papua New Guinea, Samoa, Solomon Islands, Vanuatu and Jordan drafted new laws or drafted amendments to existing labour legislation to afford greater protection to sections of the informal economy.
- Programmes and national plans for combating HIV/AIDS in the world of work, particularly for vulnerable groups in the informal sector, have been implemented in Cameroon, Central Africa, China, Eritrea, Malawi, Mozambique, Papua New Guinea, Rwanda, Zambia and Zimbabwe.
- Strategies to improve working conditions, provide social protection and promote integrated approaches have been implemented in Costa Rica, the Philippines, Thailand, Kyrgyzstan, Mozambique, Peru and Senegal.

Global/international results

- The IFI–IE’s main focus was the operationalization of the 2002 ILC consensus on the informal economy. In March 2007, the Governing Body reviewed progress in this area and endorsed a comprehensive approach. The ILO participated in high-level dialogues and policy forums, and played a prominent role at the regional level through the 11th African Regional Meeting and the Asian Forum on Growth, Employment and Decent Work. A tripartite interregional symposium on the informal economy allowed for the analysis of good practices and the establishment of networks with key regional and international partners to promote decent work policies in the informal economy.
- The identification and consolidation of multiple ILO tools, strengthening the capacity of member States in methodologies for statistical data collection, updating statistical information, interregional analysis and the sharing of innovative policy experience and good practices were other key outcomes.

Challenges and lessons learned

267. The results from this biennium reinforce the importance of an integrated approach that combines employment promotion with social protection. Partnership within the ILO (particularly with units working on employment and social protection and with external offices) was essential to achieving this.

268. A continuing challenge has been the identification and effective dissemination of good practices by tripartite partners and across countries. There is a clear need to integrate the numerous ILO tools addressing the informal economy into a user-friendly and accessible format to better support DWCPs. Limited resources have constrained support to a large number of DWCPs.
269. The coming biennium will build upon the strategies developed by this initiative, particularly in terms of knowledge development, promotion and development of tools, and support to DWCPs and policy development.

InFocus Initiative on corporate social responsibility (IFI–CSR)

270. A coordination group for the IFI–CSR was established as a platform to exchange knowledge and recent practices related to CSR, often introducing practical cases and/or inviting external speakers to stimulate discussion. Membership grew constantly during the biennium, and currently comprises 80 staff, equally representing headquarters and the field structure. This reflects the heightened interest amongst ILO staff on the issue, as well as the need for the ILO to engage more effectively in CSR-related activities globally.
271. Two InFocus forums were organized on the topic of social auditing, monitoring and certification (November 2006) and voluntary reporting (March 2007). On the occasion of the 30th anniversary of the MNE Declaration, a special forum in Geneva (November 2007) as well as national-level events organized in selected countries enabled further promotion of the Declaration and allowed discussion potential ILO roles and contributions.
272. In-house knowledge was developed through analysis of sectoral issues and identification of effective practices to help translate the labour principles of the MNE Declaration into practice. The training materials developed on the MNE Declaration have become key inputs into tripartite and expert meetings, and will continue to serve as instruments for further promotion and implementation of the Declaration.

Highlights

Country results

- A biannual mapping exercise to analyse the ILO's CSR-related activities identified supply chains and clusters as a primary avenue of ILO engagement. Notable ILO-supported private sector initiatives included the Sialkot Soccer Ball Initiative (Pakistan), partnership with the cocoa industry (West Africa), the Better Factories project (Cambodia), a project with Volkswagen suppliers (Brazil, Mexico and South Africa) and the Factory Improvement Programme (Viet Nam, Sri Lanka, India).
- Capacity-building activities and seminars strengthened constituents' participation in the implementation of CSR initiatives in their respective countries, including Hungary, Mongolia, South Africa, Uganda and Kenya.

Global/international results

- Institutional collaboration and constant dialogue with international intergovernmental organizations, as well as engagement with other international CSR-related initiatives (e.g. ISO, Global Compact, OECD) raised the visibility of the ILO and its instruments.

Challenges and lessons learned

273. The IFI–CSR identified possible avenues for the promotion of responsible enterprises. In the next biennium, the Office will continue to promote the principles laid down in the MNE Declaration as the reference point for good employment and labour-related CSR policy and practices.

274. Key challenges include:

- strengthening the ILO’s strategy to work on CSR-related activities in order to better shape the role of the ILO in the international CSR debate;
- enhancing the ILO’s capacity to engage in CSR-related activities; and
- maximizing coordination and synergies among different ILO units.

275. The ILO will continue to work closely with the social partners and promote in-house dialogue so that an effective system can be developed for enterprises to receive quality and coherent advice on international labour standards and the MNE Declaration.

Export processing zones (EPZs)

276. Work on EPZs focused on improving the ILO’s knowledge base and better understanding the role of EPZs in countries, as compared with domestic enterprises. To assist with this, the ILO undertook country studies, held tripartite round tables, and developed internal and external web sites, which included a database on EPZs. A task force was established to coordinate implementation of EPZ-related work throughout the ILO. Document GB.301/ESP/5 outlines the main trends and developments in EPZs over the last years and identifies areas for future work.

Highlights

Country results

- Tripartite round tables in Madagascar and Costa Rica demonstrated the need for reinforcing social dialogue in EPZs. In Madagascar, the discussions led to the adoption of recommendations on issues of interest for both employers and workers (e.g. training and learning, respect of fundamental rights at work and labour legislation; strengthening of labour inspection; social protection and social dialogue). A preparatory meeting for trade unions was also held in the framework of the InFocus Initiative. In Costa Rica, the round table focused on the impact of the Central American Free Trade Agreement (CAFTA) on the future of EPZs and employment, following on the October 2007 CAFTA referendum.
- A country study on EPZs in Sri Lanka showed that progress had been made to improve social conditions in EPZs, due to the cooperation of tripartite constituents and ILO support. Another study in Indonesia, while mentioning the importance of EPZs as a source of employment creation, drew attention to the need for improvement in areas such as working conditions and labour relations.
- A literature review on China highlighted the main economic features of exporting firms, the evolution of employment, working conditions and social dialogue and assessed the contribution of EPZs to the upgrading of the domestic economy and social standards in China.

- In some countries, ILO activities contributed towards improving the situation in EPZs in terms of freedom of association (Guatemala, Philippines), child labour (Bangladesh), application of labour laws and working conditions (Fiji, Samoa, Dominican Republic, Cambodia). The ILO also provided training to social partners and Ministry of Labour officials on the promotion of social dialogue (Sri Lanka) and organized dialogues to share relevant international experiences on labour law reforms (India).

Global/international results

- Two general studies were carried out that identified main trends around the world and analysed labour rights and working conditions within the EPZs, compared to non-EPZ situations. These studies also examined the contribution of EPZs to national development strategies and trade, such as World Trade Organization rules and the impact of the termination of the Multi-Fibre Agreement.

Challenges and lessons learned

277. EPZs are a very dynamic phenomenon subject to rapid changes and developments within the context of globalization. This implies the need for continuing research and updating of information. In some cases, EPZs are unlikely to lead to human and social development and poverty alleviation. But in others, they compare favourably, on issues such as wages and conditions of work, to workplaces outside the zones. For the next biennium, the Office is planning to develop advisory services for governments and partners and to identify a “best policy package”. The policy package will focus on improving the quality of production and employment in EPZs.

Institutional capabilities

Extending partnerships

- 278.** Decent work is now universally acknowledged as a central and indispensable element of development policy and essential to ensuring sustainable development and effectively combating poverty. The UN system was increasingly mobilized regarding decent work, and numerous international meetings adopted policy texts expressing full support for the principle of decent work and made commitments to its practical embodiment in the work of their constituents.
- 279.** Practical effect was given to the commitment in the Outcome Document of the World Summit (September 2005) to make decent work a global goal on an equal footing with the MDGs. The key means of monitoring progress on internationally agreed development goals, including the MDGs, now embodies indicators showing progress in decent work.
- 280.** The development of the *Toolkit for mainstreaming employment and decent work* was a significant achievement and represented an important policy gain. The *Toolkit* is addressed to all specialized agencies, programmes and funds within the UN system, as well as other international development actors, and explains the implications of the concept of decent work for development policy. A strategy was developed to apply the *Toolkit* to incorporate decent work in the policies and programmes of other organizations in key stages from 2007 to 2015.

Goal: The ILO works effectively with key international partners on common issues

Indicators

- (i) *International initiatives giving effect to the Copenhagen and Millennium Declarations incorporate decent work*

Target: Three initiatives launched in 2006–07.

Result: Four initiatives.

- A policy platform was developed for UN system-wide action to promote decent work for all (Ministerial Declaration 2006) and appropriate implementation mechanisms (ECOSOC resolution, 2007).
- The *Toolkit for mainstreaming employment and decent work* was launched in May 2007, following endorsement by the CEB.
- UNDP and the ILO agreed (February 2007) to step up collaboration within the framework of UN reform to reinforce their role in giving effect to the ECOSOC Ministerial Declaration of 2006.
- Decent Work was included (May 2007) as an entirely new target under MDG1 (Eradicate extreme poverty and hunger) and the conceptual and statistical details were finalized.

- (ii) *Decent work is accepted as a framework for understanding employment in a development context by United Nations agencies, the Bretton Woods institutions and other key partners*

Target: Ten citations in policy documents and reports issued by partners in 2006–07.

Result: 13 citations in documents and reports from:

- ECOSOC (two policy documents); the G8 Labour Ministers; Inter-Parliamentary Union; the EU; the Arab Labour Organization; the European Commission; the 39th Session of the Conference of African Ministers of Finance, Planning and Economic Development; the IV Summit of Latin America, the Caribbean and the EU; the Fourth Ordinary Session of the Labour and Social Affairs Commission of the AU; the European Council, the European Parliament and the EU Commission (joint statement); the Ninth World Assembly of the World Council of Churches; and the Tenth World Assembly of the International Association of the Economic and Social Councils and Similar Institutions.

Strengthening statistical capacity

- 281.** The number of available statistical series increased during the biennium, while the production of world and regional estimates of MDG indicator 11 promoted the measurement of sex-disaggregated labour statistics at the national level, and enhanced the ILO's role in the development of indicators for a number of goals. Assistance to improve statistical capacity was provided to countries in Africa, Asia, the Caribbean, Latin America, Oceania and Europe in several areas of labour statistics. This was further supported by the publication of six manuals and handbooks.
- 282.** The resources required to introduce data compilation and dissemination methods slowed progress in increasing the number of series available in the international database (LABORSTA). The Bureau of Statistics stopped working in two areas related to occupational health and social dialogue statistics. An external review of ILO statistical activities was carried out in 2007. A number of recommendations were made to expand decent work statistics and to ensure better coordination of ILO statistical activities.
- 283.** Development work towards the 18th International Conference of Labour Statisticians continued, mainly on the measurement of working time and child labour. An updated version of the International Standard Classification of Occupations was adopted at the Tripartite Meeting of Experts in 2007. The ILO used more active data gathering methods (such as electronic questionnaires and gathering data from national web sites) and began introducing the Standard for Data and Metadata Exchange to facilitate the compilation of statistics from member States and other international agencies.

Goal: Member States make greater use of ILO statistics and statistical methodologies

Indicators

- (i) *Member States have ILO official statistics and decent work indicators that meet the quality dimensions of integrity, methodological soundness, accuracy, reliability, serviceability and accessibility.*

Target: 10 per cent increase in number of statistical series and indicators relevant to decent work available in the ILO statistical web site in 2006–07 compared to 2004–05.

Result: 8 per cent increase in the number of statistical series available in LABORSTA.

284. This consisted of: a 4 per cent increase in the core series; a 3 per cent increase from new series; and a 1 per cent increase from updated series.

- (ii) *National statistical systems have enhanced capacity for producing decent work statistics*

Target: 15 member States improve their production and dissemination of sex-disaggregated statistics relevant to decent work as an integral part of their national statistical programmes.

Result: 20 member States improved elements of their statistics programmes:

- **Labour force surveys:** Nicaragua, Libyan Arab Jamahiriya, Lesotho, Republic of Moldova, Oman, Pakistan, Paraguay, South Africa, Sudan, United Republic of Tanzania.
- **Labour statistics programme:** Liberia.
- **Consumer price indices:** Zambia.
- **Wage statistics (Establishment Surveys):** Pakistan.
- **Informal sector surveys:** Yemen.
- **National classification of occupations:** Indonesia.
- **Household income and expenditure statistics and employment statistics (living standards surveys):** Ghana.
- **Migration surveys:** Armenia, Egypt, Ecuador, Thailand, Ukraine.

285. It should also be noted that additional member States improved their capacity to generate statistics through ILO workshops, training and seminars in Botswana, Burkina Faso, Egypt, Kenya, Liberia, as well as several countries in Asia, the Caribbean and Latin America.

Strengthened knowledge and information development

286. During 2006–07 several initiatives were undertaken to strengthen knowledge as a strategic tool of the ILO. The ILO established a global information network to improve the transfer

of knowledge within and across the regions and started a project to digitize ILO publications. A research and publications strategy was adopted and a major effort has been made to enhance the quality of ILO publications by publishing more peer-reviewed titles.

- 287.** In addition to continuing the development of a knowledge base, the ILO produced several web-based resource guides on gender equality, workers with disabilities, youth employment, CSR, EPZs and the informal economy. The guides compile information resources into a comprehensive information package, which provides full-text access to key ILO publications, standards, statistics and non-ILO knowledge on those subjects.
- 288.** Integration of local databases into LABORDOC to create a central access point to all ILO publications progressed well and included workshops in each region to develop required competencies. Fostering closer working relationships is an ongoing part of this process, but required more time than foreseen.
- 289.** Through the Research and Publications Committee, established by the Director-General in 2005, the ILO developed and adopted a new research and publications strategy. Among other things, the strategy emphasizes tighter quality control and a more strategic choice of publications. The strategy is expected to be fully operational as of 2008.
- 290.** On the ILO web site, an increasing number of ILO publications were made available for free downloading. The number of formal printed publications featured in the ILO sales catalogue decreased, while peer reviewed publications increased proportionally over the same period. In addition, the proportion of formal publications being published in conjunction with a partner institution or commercial publisher doubled between 2004–05 and 2006–07.

Goal: Constituents, partner institutions and the wider public turn to the ILO for quality information on social and labour issues

Indicators

(i) Higher quality publications

Target: An increase in the proportion of publications peer-reviewed (a net increase over a department-by-department baseline established in 2005), and a net decrease in the total number of formal, printed publications.

Result: 26 per cent increase in peer-reviewed publications.

27 per cent decrease in formal, printed publications (from 62 to 45 titles).

(Note: The above figures are based on the number of publications listed in the ILO sales catalogue.)

(ii) Improved access to ILO knowledge

Target: An increase in the number of key ILO information products that are available for free download by end 2007 compared to end 2005.

Result: The number of ILO publications available for free download more than doubled to 4,700.

- (iii) *ILO information centres at headquarters and in external offices use common content management methods and a common database to record information on their collections*

Target: At least 12 external offices are using the ILO's database LABORDOC as a centralized database by the end of 2007.

Result: Four information centres use LABORDOC as their database, and 14 contribute their records.

291. The integration of seven ILO bibliographic databases (one from the Asia and Pacific region and six in the Americas region) into LABORDOC is foreseen by the end of 2007.

Strengthening communications strategies for promoting decent work

292. Improvements in ILO communications resulted in increased visibility and access to ILO information. In broadcast media, the production of varied video features and the provision of file footage to broadcasters helped to increase the use of ILO-focused reports. While changes in broadcasters' programming formats and scheduling reduced the amount of airtime allotted to ILO material, ILO strategies shifted towards the production of shorter news features and co-production, rather than in-house production. While this requires more resources, it should result in greater exposure through extended airtime.
293. The ILO web site was heavily used, as evidenced by an increasing number of web site hits. A new ILO public web site was launched in April 2007, using the new WCMS. The new web site presents a consistent layout format and allows for easier and more efficient searching and retrieval of information. The introduction of the WCMS technology also made possible the new addition of a completely new section on videos.
294. The number of ILO references in the print media rose significantly, particularly in Asia and Europe. While visibility in Latin America improved, visibility was lower than expected in North America due to a lack of qualified communications and external relations staff. This has since been resolved and an increasing presence in North America is expected.

Goal: ILO proposals and messages shape public opinion and the views of key decision-makers

Indicators

- (i) *References to and citations of the ILO that appear in the print media worldwide*

Target: The number of references increased during the biennium and compared with the previous biennium.

Result: 42 per cent increase:

2006–07: 16,622

2004–05: 9,621.

(ii) *Greater visibility for the ILO on broadcast media*

Target: An increase in the number of ILO-focused reports shown on major national and international broadcast media compared with the previous biennium.

Result: 22 per cent increase in video features shown on CNN.

(iii) *Increased use of the ILO Internet site*

Target: An increase in the number of hits to the public web site compared with the previous biennium.

Result: 22 per cent increase:

2006–07: 58,509,719 hits.

2004–05: 47,997,381 hits.

International Institute for Labour Studies

295. The International Institute for Labour Studies (IILS) delivered a series of research products on decent work and development, and on the social governance of the global economy.

296. These included:

- a high-profile study of trade and employment, jointly carried out with the World Trade Organization;
- the first IILS Research Conference, with over 40 presentations on decent work, social models and global production networks;
- awarding of the first ILO Decent Work Research Prize, to Professor Carmelo Mesa-Lago and former President Nelson Mandela; and
- 11 books and monographs (with another ten in preparation), 25 discussion papers and a number of other publications.

297. The Institute held two internship courses for ILO constituents (in English and Spanish) and produced pedagogical materials on decent work and labour market analysis.

298. Links with external research networks and institutions were reinforced at the national level, notably in China, India and South Africa, as well as at the regional level in Africa, Europe and Latin America. Research conferences held in China and India helped to establish research collaboration between the ILO and those countries. As a result of an IILS network-building project focusing on Africa, a new network for labour and social studies is currently being formed in English-speaking Africa.

International Training Centre of the ILO, Turin

299. The Turin Centre continued to enhance collaboration with ILO technical programmes and external offices. This included joint work on LED with the Job Creation and Enterprise Development Department and the Asia and the Pacific region, training for constituents on youth employment, a new EU-sponsored project on African migration, and expanded work on labour administration.

- 300.** The Centre worked closely with various ILO departments to implement ILO staff training and development on issues such as project cycle management. Modules on results-based management and DWCP development and implementation will be available by the end of the biennium, as part of joint efforts to develop a curriculum in these areas.
- 301.** The unpredictability of funding for joint Turin Centre–ILO initiatives remained an ongoing challenge. Efforts were initiated to achieve more medium-term, project-based funding and to strengthen joint Turin Centre–ILO resource mobilization efforts. A second challenge has been the need to upgrade the learning methods used to deliver training. A programme to train Turin Centre staff in learner-centred approaches, learning technology and other skills began in 2007.
- 302.** In line with ILO developments, the Turin Centre began introducing results-based management. This will be further developed in 2008–09, and will include a better articulation of the Centre’s contribution to DWCPs.

Distribution of Turin Centre training participants for 2006–07

Strategic objective	Total		Africa		Americas		Asia		Europe		Arab States		Per strategic objective
	M	F	M	F	M	F	M	F	M	F	M	F	
1	1 851	1 231	480	246	805	662	297	95	178	166	92	64	3 082
2	2 563	1 872	683	366	785	725	489	235	303	259	304	287	4 435
3	898	438	265	98	177	103	157	85	109	83	191	69	1 336
4	2 334	1 433	572	289	494	315	420	251	718	533	130	45	3 767
Gender	91	264	45	150	0	6	44	74	0	21	3	12	355
Total	7 737	5 238	2 044	1 150	2 260	1 809	1 407	740	1 308	1 062	719	478	12 975
	59.6%	40.4%	64.0%	36.0%	55.5%	44.5%	65.5%	34.5%	55.2%	44.8%	60.1%	39.9%	
Regional distribution			24.6%		31.4%		16.5%		18.3%		9.2%		

Governance, support and management

- 303.** The governance, support and management functions encompass a range of internal services that support the Organization and the Office in delivering decent work. These functions include governance (the Governing Body, ILC and Regional Meetings, the Relations, Meetings and Document Services Department, the Office of the Legal Adviser, the Office of Internal Audit and Oversight), the Management and Administration Sector (finance, human resources, programming, evaluation, IT, internal administration) and general management.
- 304.** Improved accountability and transparency, user satisfaction and measurement of quality of services continued to be important during the biennium. More robust measurement indicators and a more cohesive strategy were developed. Two surveys were conducted to measure internal satisfaction with the services provided; survey results were established as a performance indicator for the coming biennium.
- 305.** Following the 2005 formation of a Task Team on Internal Reform and a review of good practices, the ILO introduced a number of measures related to ethics and transparency. The Office created the position of Ethics Officer (see details below) and an ethics training programme for staff. New staff policies were drafted or revised on: the engagement of ILO officials in outside activities; fraud; financial disclosure; and the employment of relatives of ILO officials. The establishment of an Independent Oversight Advisory Committee was approved by the Governing Body in November 2007. The Committee is expected to be operational in 2008.

Results-based management

Programming

- 306.** The process of further mainstreaming results-based management continued within the context of the “Road map on results-based management” (GB.297/PFA/1/1), adopted by the Governing Body in November 2006. The Road map has provided an agreed framework and schedule for work on results-based management and is encouraging a more structured and transparent approach.
- 307.** IRIS was an important tool to support results-based management, and was increasingly used within the Office for both programme and budget formulation and results-based management processes, as detailed under indicator (i).
- 308.** Common formats, approaches and technology solutions to work planning are in development and will provide a standard for all operational units. The implementation of IRIS-related technology and the identification of reporting requirements for management dashboards are under way and will further support the linkage between budget formulation, planning, execution and results-based management. Overall, the ILO continues to develop a comprehensive approach based on IRIS touching upon all facets of the programming and budgeting cycle.
- 309.** The process of strengthening results-based management placed demands on the Office, particularly on managers, and at times overstretched the capacity of the central policy units that had to support change. In response to this, greater emphasis is being placed on change management, the training of both staff and constituents on result-based management, and the development of tools to support managers, in particular through work on IRIS dashboards.

Indicators

(i) *Implementation of results-based management*

Target: Full utilization of performance monitoring systems available in IRIS.

Result: IRIS was increasingly used as a management tool within the Office.

- 310. The Strategic Management Programme and Budget module played a key role in both the 2006–07 and the 2008–09 programme and budget formulation processes. It introduced greater transparency by enabling all staff to view and comment on proposals from all units as they were developed. It also allowed resources to be strategically linked to proposed outcomes.
- 311. The Strategic Management Implementation Planning module allowed all units to define and make commitments of staff time and non-staff funds to DWCPs.
- 312. The Strategic Management Implementation Report module was used to gather information on the results achieved and ILO contributions towards DWCPs for this biennium.

(ii) *Country programming*

Target: Full implementation of country programming.

Result: Approximately 84 DWCPs (concept papers, draft documents or final documents) have been developed and a regional-level quality assurance mechanism was established. Since March 2007, 31 draft DWCPs have been assessed.

(iii) *Improvements to strategic budgeting*

Target: Implementation of all recommendations of the evaluation of strategic budgeting relevant to the biennium.

Result: The JIU recommendations were taken into account in the context of the results-based management road map. Progress made on the milestones listed in the Road Map was reported annually to the Governing Body. Results-based management has become central to Governing Body discussions within the framework of the SPF, the programme and budget and annual and biennial implementation reports.

Technical cooperation management

- 313. The ILO continued to focus on improving the quality of technical cooperation proposals and donor agreements. This was facilitated by the DFID/Netherlands project, which allowed for the training of 100 ILO staff through workshops on project design, review and implementation. A new technical cooperation manual was produced, which provided guidelines on project cycle management, including criteria and procedures for project appraisal related to quality, DWCP relevance, coherence with the strategic framework and overall Office policies and procedures.
- 314. The volume of proposals, tight donor deadlines and late receipt of proposals did not allow for all proposals to undergo a systematic and timely screening process. The provision of sufficient and ongoing support on project formulation and appraisal was also a challenge. Consequently, the depth of appraisal and the quality of proposals varied. Certain individual programmes, such as IPEC, used their own internal review mechanisms prior to submitting proposals, and IRIS processes were designed to ensure that key information was included. The need to strengthen and systematize the overall support and appraisal process is being considered as part of the redesign of the Development Cooperation Branch's functions.

Indicators

(i) Proposal assessments

Target: Before submission to donors, all project proposals meet the minimum standard being established in 2004–05 as regards their design quality, technical feasibility and project management criteria.

Result: An estimated 75 per cent of project proposals met the established minimum standards.

(ii) Coherence between ILO strategic framework and technical cooperation proposals

Target: Increase on the baseline results established in 2004–05.

Result: Approximately 98 per cent of proposals were explicitly linked to the strategic programme and budget operational objectives and/or mainstreamed objectives. An increasing share of proposals was explicitly linked to relevant DWCP priorities.

Financial management

- 315.** Further to the Governing Body's decision to adopt International Public Sector Accounting Standards (IPSAS) for ILO financial statements for the financial period beginning 1 January 2010 (GB.297/PFA/6), the Office has continued developing IPSAS-compliant policies and procedures in accordance with the transition timetable set at the November 2006 Governing Body. This has involved extensive consultations within the United Nations system, the establishment of an internal task force, the preparation of a gap analysis and some system reconfiguration. Key accounting policies, process changes and procedural guidance have been drafted.
- 316.** Involvement in the roll-out of IRIS to external offices and addressing ongoing IRIS-related issues was sometimes time-consuming and resulted in less time to address other finance-related functions. This required the realignment of resources within the Financial Services Department to ensure that the target of an unqualified audit opinion was met.
- 317.** As part of a review of procurement procedures, a pre-bidding assessment process was introduced at headquarters for competitive bids for goods and services over \$20,000. Long-term agreements were also used (mainly at headquarters) to increase efficiency and competitiveness by securing goods and services over longer periods of time, where appropriate.

Indicators

(i) Good procurement practices

Target 1: Increased general and specialized knowledge of ILO rules and procurement/contracting procedures.

Result: The revision of procedures, as well as their documentation and explanation, through regular bi-weekly meetings with Funds Control Officers, improved knowledge of ILO rules and procedures.

Target 2: To procure quality goods and services for the Office at the best possible price.

Result: A review of operating procedures related to procurement has improved the transparency and competitiveness of procurement activities.

(ii) *External audit*

Target: An unqualified external audit report.

Result: For the first time, the Biennial Financial Statements were prepared using IRIS. They were delivered within the established deadline and an unqualified audit opinion was obtained.

(iii) *Ensure sound management and control of the Organization's assets*

Target: Implement monitoring tools ensuring proper tracking of all assets through clear inventory policy.

Result: Within the context of the implementation of new accounting standards (IPSAS), harmonized definitions of assets and inventory are being developed in collaboration with the wider United Nations system organizations.

- 318.** The ILO will be implementing a new IRIS module to improve the management of fixed assets during 2008–09. Pending this, a revised database to capture asset information has been put in place.

Human resources management

- 319.** Progress was made in improving the gender balance at senior grades, regrading positions downwards and reducing the number of grievances submitted to the JAAB. Actions to achieve these results included:

- the use of informal dialogue to resolve conflicts before they reached the JAAB, with 30 per cent of grievances resolved in this manner;
- the systematic review of vacant positions with a view to regrading them downwards where appropriate – 15 P5 positions have been regraded through this process; and
- the direct selection of senior female staff by the Director-General and the provision of opportunities to prepare women for leadership positions, such as through participation in the Management and Leadership Development Programme, where 48 per cent of participants in the most recent cycle were women.

- 320.** The increasing number of internal and external competitions, which was 54 per cent higher in 2007 than in 2006, was one factor affecting the ILO's ability to reduce the time required to fill positions. A new RAPS and increased emphasis on staff planning will allow for a longer lead time in identifying and filling anticipated vacancies. The ILO also adopted several measures to attract candidates from non- or under-represented member States, such as the establishment of a database of 110 organizations in relevant member States to whom ILO vacancy notices are routinely sent.

Indicators

(i) Time to fill positions

Target: Positions filled in an average of four months, through a transparent and merit-based process.

Result: 2006: 130 days

2007: 141 days

Overall average: 136 days.

(Note: As measured during the first eight months of each year.)

(ii) Gender balance in senior grades

Target: The percentage of qualified women in higher grades, is at least 33 per cent. Separate targets for P and D grades will be established.

Result: 2007:

DDG/ADG level: 50 per cent

D2 level: 33.3 per cent

D1 level: 48.4 per cent

P5 level: 28.9 per cent

Overall average: 33.5 per cent.

(iii) Reduction in grievances

Target: The incidence of grievances linked to policies, rules and procedures is reduced, as indicated by the number of grievances submitted to the JAAB, which is 30 per cent less than those submitted to the Joint Panel/JAAB in 2004–05.

Result: 30 per cent decrease.

(iv) Grading structure

Target: A measurable target for reducing the average grade level among the Professional staff for 2006–07 developed, reviewed by the Governing Body, and achieved.

Result: An initial target was established in the 2006–09 Human Resources Strategy to regrade at least one third of P5 level positions that become vacant through retirement, by the end of 2009. Since January 2006, 15 P5 level positions have been regraded.

(v) National representation

Target: Reduce the current (2004) number of non-represented countries by ten.

Result: Six officials were recruited from previously non-represented countries.

(Note: The number of non-represented nationalities remained unchanged at 61, due to the addition of three new member States and the departure of three officials who were the only representatives of their nationalities.)

Services to governance

Relations, meetings and documentation

- 321.** While the majority of official documents was produced and distributed on time, the timeliness of ILC and Regional Meeting reports was unsatisfactory. This was mainly due to the fact that many author units did not submit documents on time for editing and translation. Others submitted documents which were longer than originally agreed upon. Overall targets for length reduction were met with respect to ILC documents; Governing Body documents however showed a slight increase in volume over 2004–05.
- 322.** To overcome these issues, a new official documents policy was drafted. This should result in 2008–09 in the production of higher quality documents and a more timely distribution. The policy will promote a more integrated and efficient approach, particularly by fostering closer relations with author units throughout the drafting and production process. The policy also outlines best practices and guidelines related to specific types of documents.
- 323.** The introduction of new technologies, such as continuous-feed printing processes and digital recording services, was generally well received and resulted in cost savings. The introduction of electronic delivery of documents met with a low response rate and other options are being explored to inform constituents of the publication of documents on the Governing Body web site and to improve access to these documents.

Indicators

(i) Quality service delivery

Target: Provision of prompt, quality relations, information and official correspondence services as measured by customer satisfaction levels at or above the 2004–05 level.

Results:

- ILC 2004–05 average: 84 per cent good or very good.
- ILC 2006–07 average: 93 per cent good or very good (not including the Maritime Conference).
- Maritime Conference: 99.4 per cent good or very good.

(ii) Timely materials

Target:

Governing Body documents to be in the hands of members no later than 15 days before they are to be discussed.

ILC and Regional Meeting documents to be with delegations within the time requirements specified in the Standing Orders.

Documents for sectoral and/or technical meetings to be with participants no later than one month before the meeting.

Results:**Governing Body:**

2006: Of the 581 documents produced, 478 were produced on time (82 per cent).

2007: Of the 893 documents produced, 758 were produced on time (85 per cent).

ILC and Regional Meetings:

2006: Of the 122 documents produced, 58 were produced on time (48 per cent).

2007: Of the 81 documents produced, 20 were produced on time (25 per cent).

(Note: Statistics are not provided for sectoral and technical meetings as these vary yearly in size and number and are not considered comparable from biennium to biennium.)

(iii) *Provision of concise and quality documentation for conferences and meetings*

Target 1: A further 10 per cent reduction in total volume of Governing Body documents in comparison with 2004–05 levels.

Result: No significant change in the volume of the Governing Body documents:

2006–07: 6,279 pages produced.

2004–05: 6,252 pages produced.

Target 2: A 10 per cent reduction in the volume of Conference and major Regional Meeting documents and sectoral, technical and related meeting papers in comparison with 2004–05 levels.

Result: A 10.4 per cent reduction in volume of ILC documents. (Does not include Maritime ILC.)

A 2 per cent reduction in volume for Regional Meeting documents.

(Note: As there was only one Regional Meeting held in 2004–05, the number for 2006–07 is an average of the three Regional Meetings in this biennium.)

(iv) *Progressive transition to electronic distribution of documents*

Target: To achieve a Governing Body-approved, acceptable balance between electronic and paper-based distribution of Conference and meeting documentation.

Result: Governing Body members had the option to receive electronic notification when documents were posted to the Governing Body web page. They were also able to request to receive only electronic or only hard copies of documents, or electronic notification combined with hard copies (for documents longer than ten pages).

(v) Introduction of digital recording services

Target: Full or partial replacement of paper-based Conference verbatim reports with savings compared to previous biennium.

Result: All plenary debates of the 2007 ILC were broadcast live on the web. The introduction of a “single language” Provisional Record, accompanied by the digital recording of plenary proceedings and its distribution by means of DVDs, resulted in savings of some US\$131,000.

(vi) Introduction of continuous-feed printing process

Target: A 15 per cent reduction in in-house print production costs.

Result: A 15 per cent reduction in in-house printing costs (including a 20 per cent reduction in ILC printing costs).

Legal services

324. The demand for legal services from the Office of the Legal Adviser remained high, with advice and support provided in a variety of areas. This included advice given in the context of ILC sessions, the Governing Body, three Regional Meetings, cases pending before the ILO Administrative Tribunal, and the UN “Delivering as One” initiative and technical cooperation agreements. In a campaign coordinated by the Legal Office, the ILO made progress towards bringing into force the 1997 Amendment to the ILO Constitution, which will help modernize standards by enabling ILO Conventions to be declared obsolete.

325. The volume of requests for assistance stretched the Office’s ability to respond promptly and to develop more “upstream” tools to enhance longer-term efficiency. Nonetheless, a *Manual for drafting ILO instruments, 2006* and a *Manual for drafting ILO instruments: The quick guide*, were produced in electronic and print formats for use by constituents and the Office. The Legal Office set as a priority the provision of timely advice on core legal issues, with an emphasis on risk identification and reduction.

Indicators*(i) Sound legal advice provided to the Organization and the Office*

Target: Sound legal advice provided to the Organization and the Office in a timely manner, and the protection of the legal interests of the Organization.

Result: Timely legal advice was provided, for example, to:

- resolve questions relating to the development and adoption of three Conventions, two Recommendations and various resolutions and conclusions for the ILC and three Regional Meetings;
- ensure the application of credentials rules to permit registration of an increased number of delegates to three sessions of the ILC and three Regional Meetings, and the examination of objections and complaints concerning the composition of delegations by the respective Credentials Committees; and
- support the negotiation of framework agreements with donors, and numerous agreements for projects, in a manner to reduce the risks to the legal interests of the Organization.

326. An indicator related to the percentage of users who receive timely legal services was adopted for 2008–09. Drawing upon a 2006–07 Office-wide survey, a baseline of timeliness in 65 per cent of the cases and a numeric target of 75 per cent were established.

Ethics Officer

327. In April 2006, the ILO established the new function of Ethics Officer. The independent position reports directly to the Director-General and was created to ensure support and compliance with ethical standards. Working closely with other departments, the Ethics Officer developed guidelines related to the disclosure of interests, established a web site, provided advice and facilitated the training of volunteer trainers in ethics issues. In particular, three workshops for trainers were organized in 2007, with the help of the Human Resources Department. The Ethics Officer prepared training materials, including a booklet on “Principles of conduct for staff of the International Labour Office” and case studies.

Evaluation, oversight and accountability

Evaluation

328. The Evaluation Unit continued to make progress in implementing the new ILO policy and strategic framework for evaluation approved by the Governing Body in 2005. New procedures were put in place for managing independent project evaluations and for conducting strategy and country programme evaluations. In the reporting period, the Office conducted five evaluations, two strategy and three country programme evaluations, as well as 110 independent project-level evaluations.
329. The human resource capacity of the Evaluation Unit and within regions was stretched to fully service the development of the evaluation focal point network, dissemination of training and guidance, and quality control of project-level evaluations. Nevertheless, training was provided on ILO policy and international good practice for evaluation to approximately 60 headquarters staff and 160 programme officers, technical specialists and line managers in ILO offices in Asia, Africa and the Americas.

Indicators

(i) Independence of evaluations

Target: ILO evaluations adhere to Governing Body-approved criteria for independence and credibility.

Result: All five strategy and country programme evaluations were managed according to a new evaluation process and adhered to the ILO criteria for independence, transparency and credibility in evaluation activities.

330. The ILO established new procedures for managing independent project evaluations that ensure adherence to the ILO criteria. Their implementation was supported by guidance, staff training, quality appraisals of evaluation reports and the establishment of an evaluation network for decentralized evaluations. Roughly two-thirds of the 110 project-level independent evaluations were appraised against quality criteria.

(ii) *Evaluation is used consistently to improve ILO services and products*

Target: Evaluations of different types (including evaluations of strategies, programmes, projects and self-evaluation) are used regularly throughout the ILO.

Result: The Director-General established an internal Evaluation Advisory Committee in 2006 to ensure the adequate use, follow-up and implementation of evaluation recommendations and lessons learned.

331. The ILO developed a global web-accessible knowledge database, which will facilitate the use of evaluation information. The database will provide access to all evaluation-related project and programme documents and will interface with the IRIS system.

Internal audit

332. In order to conform to the international internal audit standards and to follow international best practices, the Office introduced a risk-based internal audit approach to plan priority areas of work and obtained the external quality review of the services provided by the Office of Internal Audit and Oversight. Nine audits and four investigation reports were issued and others are in the process of completion. Representatives of the Office of Internal Audit and Oversight also facilitated the work of the selection panel for external auditors, to help ensure a transparent and independent hiring process. Indicators and targets have been established for the Office of Internal Audit and Oversight for 2000–09.

Infrastructure

Information technology

333. The continued roll-out of IRIS and the EDMS were the main priority areas of work. Implementation of the IT Strategy for 2007–09 is in progress, and included the start of the IRIS roll-out to external offices, implementation of several IRIS enhancements (such as online pay slips and remote access), deployment of two EDMS applications, replacement of all the network “backbone” equipment at headquarters, replacement of servers at headquarters and in external offices, and implementation of mobile access to email.
334. One-time funding was approved for IT infrastructure for 2006–07 and was spent primarily on the EDMS and server replacements.

Indicators

(i) *IT services (headquarters)*

Target: All centrally provided IT services are operational 99 per cent of the time during office hours.

Result: At headquarters, centrally provided services were operational and available an average of 99.90 per cent of the time.

(ii) Implementation of IRIS

Target: IRIS is fully available in ILO headquarters and progressively rolled out to external offices.

Result: The availability of the IRIS system averaged 98.89 per cent.

335. All IRIS functions were available at headquarters. The SMM was fully available to external offices, including a new reporting module.
336. All IRIS functions were deployed in Jakarta for a major new technical cooperation project. The Personnel Action module (PA) was deployed at the Bangkok Regional Office.

Internal administration and security

337. Despite increasing maintenance costs for the headquarters building, and a slight reduction of the operational budget for 2006–07, matters related to internal administration (property services, travel, transport and insurance services, equipment, furniture and supplies, central filing and archives system, management of contracted services, catering/cleaning services, etc.) were performed according to prevailing standards.
338. Overall there was a high level of compliance with security standards in ILO offices. Security-related training and planning was implemented alongside the security requirements related to equipment and office facilities. Training activities have been intensified for office directors, staff in subregional offices, technical experts and drivers. Training initiatives in external offices were encouraged. For the next biennium, compliance data should be available for all ILO offices, following the introduction of a self-assessment procedure developed by the United Nations Department of Safety and Security (UNDSS).
339. One-time funding was approved for security and accommodation and was used as delineated in the Programme and Budget for 2006–07. Funds were used primarily for equipment and training to improve security, and other building-related items.

Indicators*(i) Staff security*

Target: Maintain at MOSS and improve where possible.

340. The MOSS compliance of external offices are monitored through regular correspondence and online questionnaires and the level of MOSS compliance in regular external offices should be at 90 per cent in accordance with the level of resources provided. In addition, the UNDSS has started fielding compliance evaluation missions and in 2006–07 MOSS compliance of ILO Offices (regular and project offices) in nine countries was assessed. The ILO offices rated either fully compliant or compliant with limitations (i.e. the two highest levels of compliance out of four). However, some ILO project offices had deficient levels of compliance. A guideline has been issued to ensure allocation of adequate funds for security of project offices in project budgets.

(ii) Accommodation strategy

Target: ILO formulates and implements an accommodation strategy.

341. Progress was made with regard to the Office's long-term strategy for renovations and maintenance of the headquarters building and external offices, including the issuing of a compendium of all Office procedures and practices governing accommodation decisions.

The development of a long-term accommodation strategy will take into account the outcome of the field structure review, as well as future decisions concerning the renovation of the headquarters building.

Geneva, 19 February 2008.

Submitted for information.