

**FOR DEBATE AND GUIDANCE**

## FIRST ITEM ON THE AGENDA

**Follow-up to the resolution on technical cooperation adopted by the 95th Session (2006) of the International Labour Conference**

1. In June 2006, the International Labour Conference reviewed the role of the ILO in technical cooperation. The Conference conclusions<sup>1</sup> stated that “full and productive employment and decent work are a central driver of development and therefore a priority objective of international cooperation”. Reiterating that technical cooperation must continue to be a major instrument and a fundamental means of action for the ILO, the conclusions underscored that Decent Work Country Programmes (DWCPs), developed through national tripartite consultations, were a key mechanism for delivering technical cooperation.
2. The adoption of the ILO Declaration on Social Justice for a Fair Globalization reaffirmed the growing awareness of the importance of promoting the four strategic objectives in a coherent and integrated manner. It calls on the Office to further strengthen and streamline technical cooperation and expert advice provided to constituents within the framework of country programmes for decent work and United Nations Development Assistance Frameworks (UNDAFs).
3. The 2006 Conference resolution covered a broad range of subjects: the integration of the Decent Work Agenda into the United Nations (UN) system programming framework; tripartism and social dialogue in the delivery of technical cooperation; developing partnerships and mobilizing resources for technical cooperation; and enhancing the ILO’s knowledge base, technical capacity, products and services for technical cooperation.
4. Details of the follow-up by the Office on the Conference resolution are described in tabular form in the appendix, while the main achievements and lessons learned are summarized in the following paragraphs. The Office is currently implementing some 800 projects covering many different aspects of the ILO mandate. The activities outlined in the appendix are therefore by no means exhaustive.
5. Decent work, previously a concern confined largely to the ILO, is now a global goal endorsed by the entire UN system. The ILO has been a major player in the ongoing UN reforms, providing leadership and collaboration in work on a number of crucial issues. Great strides have been taken to accelerate the formulation and implementation of DWCPs, and to arrange for technical support, capacity building and internal coordination. The mobilization of resources has intensified under the ILO’s regular budget, from extra-budgetary resources, through partnerships with other agencies, and through public–private partnerships. The Regular Budget Supplementary Account is already yielding results.

<sup>1</sup> *Provisional Record* No. 19, International Labour Conference, 95th Session, Geneva, 2006.

6. Support for the Decent Work Agenda has resulted in a significant increase in extra-budgetary funding through donor partnerships. Technical cooperation is increasingly aligned with decent work outcomes at the country level, and considerable success has been achieved in mainstreaming the Decent Work Agenda in the multilateral system. While the ILO has strengthened its capacity to deal effectively with UN reform issues and new country-level frameworks for development assistance, challenges remain in ensuring adequate attention to decent work in countries where the ILO is not a resident agency.
7. As mentioned in the 2006 Conference conclusions, the Decent Work Agenda provides a sharp focus for the ILO's technical cooperation activities at the national, regional and global levels. DWCPs have played an important role in shaping UNDAFs and other national development frameworks in several countries, and are becoming the main delivery vehicles for technical cooperation. By focusing on areas where it enjoys a comparative advantage, the ILO will be able to contribute more effectively to UN reform processes, making the contribution of the UN system to national development strategies more relevant, more coherent and better coordinated.
8. Tripartism in relation to technical cooperation involves cooperation at the national, regional and international levels and a search for consensus on the priorities for action in order to implement the Decent Work Agenda. At the country level, it implies ongoing cooperation and consultation between the social partners. There has been a marked increase in the participation of the social partners in DWCPs, which is key to their success. However, there is a need to strengthen further the capacity of constituents to contribute to the programming process. DWCPs provide the best means of entry for constituents into national programming processes, but obstacles to tripartite participation continue when national authorities do not understand the important role of the social partners and the valuable contribution they can make. Their capacity to participate effectively needs to be strengthened. The Organization, as a whole, needs to ensure that tripartism is promoted in development dialogues at the national and international levels.
9. The ILO needs to further develop and update its strategy for resource mobilization to reduce the gap between available resources and those needed to fully implement the Decent Work Agenda. Strategic partnerships with national constituents, UN agencies and bodies, regional organizations, donor agencies and development partners are essential in this regard.
10. The ILO also needs to enhance its knowledge base to improve the focus and effectiveness of its technical cooperation. Research should draw on practical experience in the ILO and in other multilateral agencies, providing the Office with an overview of individual countries' needs and experience in addressing them, and a catalogue of good practices and lessons learned. The knowledge base should facilitate the comparison of needs and experience within and between regions. As stated in the ILO Declaration on Fundamental Principles and Rights at Work, the ILO's working methods should "draw upon all its standard-setting, technical cooperation and research resources in all its areas of competence, in particular employment, vocational training and working conditions, to ensure that, in the context of a global strategy for economic and social development, economic and social policies are mutually reinforcing components in order to create broad-based sustainable development".<sup>2</sup>

Geneva, 21 October 2008.

*Submitted for debate and guidance.*

<sup>2</sup> ILO Declaration on Fundamental Principles and Rights at Work, Preamble.

## Appendix

### Conclusions concerning the role of the ILO in technical cooperation, adopted by the International Labour Conference in 2006: Summary of action taken

#### *I. Introduction: Full and productive employment and decent work are a central driver of development and therefore a priority objective of international cooperation*

Conclusions	Action taken
<p>The challenge of delivering decent work through technical cooperation calls for appropriate involvement and partnership with constituents, and with other multilateral and bilateral development agencies, the establishment of effective partnerships with other development actors, and the mobilization of financial and human resources including from the public and private sectors, as well as allocating funds to the ILO regular budget for technical cooperation (RBTC) as approved by the Governing Body.</p>	<p>Support for the Decent Work Agenda resulted in a significant increase in extra-budgetary funding through partnerships with other multilateral and bilateral development agencies. In 2006–07, a total of US\$467 million was recorded in new approvals. In 2007, over US\$270 million of extra-budgetary funds and over US\$12 million of regular budget funds were allocated to technical cooperation. The US Government remains the single largest donor overall and has provided more than US\$450 million in the past ten years.</p> <p>The regulations of the European Union (EU) Development Cooperation Instrument (2006) included the Decent Work Agenda and the ILO's strategic objectives in one of its six thematic cooperation programmes – “Investing in people”, which is the channel for a significant part of its cooperation with the ILO. In 2007, the EU became the largest donor with US\$65.8 million in approvals.</p> <p>Total funds from the UN system increased by 13 per cent in 2007, mainly for projects in the areas of skills development and employment-intensive investment, post-crisis recovery and local development. The ILO actively participated in the Millennium Development Goals (MDGs) Achievement Fund, for which UN system agencies submit joint country-based proposals through the Resident Coordinator mechanism. The ILO is currently involved in 40 approved joint proposals in 50 countries, in all thematic areas. It is lead agency in four joint programmes on youth, employment and migration (Albania, Costa Rica, Peru, and the Philippines).</p> <p>In partnership with the International Finance Corporation, the ILO developed the global Better Work programme to promote decent work in supply chains by improving compliance with labour standards and increasing competitiveness. A five-year strategy is currently under design to enable the programme to respond better to rapidly increasing demands. In March 2007, the ILO established a standard technical cooperation agreement with the Asian Development Bank. More recently it became a signatory to the World Bank–United Nations Financial Management Framework Agreement and was actively involved in negotiating the Fiduciary Principles Accord. This should greatly facilitate the mobilization of extra-budgetary resources as well as a stronger partnership with the World Bank.</p>
<p>The ILO should also mobilize national and international support and resources for the goals and objectives of the Decent Work Agenda.</p>	<p>The ILO has successfully increased the share of resources mobilized through its global office network to between 25–35 per cent of total approvals each year. This is the result of an early investment the Office made in developing local resource mobilization guidelines, tools, and an annual training programme for ILO staff at the International Training Centre of the ILO (Turin Centre).</p>

## II. Integration of the Decent Work Agenda into the programming framework of the United Nations system

Conclusions	Action taken
<p>The ILO should explore the potential of the United Nations reform process to facilitate the ILO's international and in-country activities, enhance their effectiveness through coordination and collaboration, and increase overall efficiency.</p>	<p>At the request of the UN Secretary-General, the Directors-General of the WTO and the ILO facilitated a reform initiative to include the United Nations Development Group (UNDG) as a third pillar under the United Nations Chief Executives Board (CEB) for Coordination, alongside the High-level Committee on Management (HLCM) and the High-level Committee on Programmes (HLCP). This has strengthened the legitimacy and oversight of the important UNDG reform initiatives to improve coordination of operational activities at the country level.</p> <p>The ILO has supported the development of the HLCM Plan of Action for the Harmonization of Business Practices in the UN system, endorsed by the CEB in November 2007. The plan builds on the belief that, in a system involving different mandates, increased coherence in the working modalities of the agencies will significantly improve their programme results while in the medium and long term allowing for the substitution or reduction of costs to agencies.</p> <p>The ILO participates actively in the eight "Delivering as One" pilot countries to explore the potential of UN reform at the country level. In most cases, the Office and its constituents have significantly influenced the country programme: in Pakistan, the ILO and the Food and Agriculture Organization (FAO) co-chair the Agriculture, Rural Development and Poverty Reduction Thematic Working Group and actively participate in the thematic working groups on Disaster Risk Management, Education, Environment and Health and Population, with a focus on green jobs. In the United Republic of Tanzania, the ILO leads the employment and empowerment component of the "Delivering as One" programme, and was instrumental in ensuring the participation of the Ministry of Labour in the Joint Government of Tanzania–United Nations Steering Committee.</p>
<p>Within the framework of the reforms in the United Nations system, the ILO should remain focused on the promotion of the Decent Work Agenda – particularly as regards the preparation and implementation of DWCPs – in accordance with its mandate and its comparative advantages; at the same time, it should seek to influence the United Nations system framework and to contribute to comprehensive national development strategies.</p>	<p>At the request of the CEB, the ILO developed and has taken the lead in implementing the <i>Toolkit for mainstreaming employment and decent work</i>. The Economic and Social Council (ECOSOC) in 2007 and the Commission for Social Development in 2008 called on the entire multilateral system to apply the Toolkit and asked the ILO to support the agencies in making employment and decent work a central objective of national and international policies. With ILO assistance, 11 agencies have completed assessments of the impact of their policies, programmes and activities on decent work. They have shared their knowledge and experience on a joint web site, and several have noted its usefulness for their own policies and programmes.</p> <p>Implementation of the Toolkit at country level is proving effective in promoting policy coherence and programme convergence and more effective "Delivering as One" on the goals of full employment and decent work for all: in the United Republic of Tanzania, the UN country team found the Toolkit assessment very useful in expanding the "Delivering as One" programme and establishing a basis for collaboration with a wider set of national stakeholders, including the social partners in Iraq. The Toolkit is helping to make the case and provide the knowledge base for making employment and decent work key in reconstruction, development and peace-building efforts.</p> <p>Under the auspices of the UNDG, the ILO is actively involved in efforts to update and revise existing guidelines to help UN country teams develop results-based and better quality development assistance frameworks in support of national development strategies. The ILO's involvement has focused on strengthening normative–operational linkages. The new and revised guidelines highlight the decent work Toolkit and the valuable contribution that employers and workers can make to comprehensive economic and social development strategies.</p>

Conclusions	Action taken
<p>The Decent Work Agenda calls for the elaboration and implementation of programmes at the national level that will promote the four strategic objectives of the ILO in an integrated manner.</p>	<p>In 2007, some 27 Decent Work Country Programmes (DWCPs) were finalized, adopted and are now being applied in the regions. Another 80 are in preparation. With the new guidelines and lessons learned, the new DWCPs are better integrating the four strategic objectives and strengthening government participation and dialogue with the social partners. Extra-budgetary technical cooperation projects are increasingly aligned with DWCP outcomes.</p>
<p>The ILO should systematically assist countries in integrating the Decent Work Agenda into national development strategies through the preparation of DWCPs.</p>	<p>DWCPs integrate the Decent Work Agenda into national development strategies, and have shaped the United Nations Development Assistance Frameworks (UNDAFs) and other national development programmes in several countries.<sup>1</sup> The promotion of the four strategic objectives has been strengthened by linking the DWCPs with the UNDAF processes and other national development strategies. Good examples of how DWCPs have been integrated in UNDAF objectives are India, Lesotho, Mozambique and the Philippines. Other countries, such as Brazil and Mexico, have included decent work as a specific UNDAF objective.</p>
<p>Social partners are key actors in social and economic development, and their role and capacity should be strengthened, and therefore the ILO should facilitate the involvement of its tripartite constituents in national, regional and United Nations programming processes.</p>	<p>The Office established an internal task group in 2007 to promote the involvement of the social partners in UN reform initiatives. The results highlighted that where social partner capacity was strong and coordinated (e.g. in Mozambique, Pakistan, Sri Lanka, the United Republic of Tanzania, and Zambia), the social partners were able to make a positive impact on the reform process, and the elaboration of DWCPs was cited as a highly useful step in empowering the social partners and the ILO in UN reform discussions.</p> <p>Through the Bureaux for Employers' and Workers' Activities, the Office has worked to increase the social partners' capacity to engage in DWCP processes. It has for instance supported the participation of workers' organizations in the design of DWCPs in Viet Nam, the Philippines, Uruguay and the United Republic of Tanzania.</p> <p>A project to support the deepening of results-based management and implementation of DWCPs in the context of UN reform is providing training to develop the capacity of ILO constituents to engage in and influence the system development agenda at the global, regional and country levels. Two pilot workshops were conducted in New Delhi and Cairo, and a comprehensive training programme is planned for 2009.</p>
<p>It is important to secure the involvement of tripartite constituents in the consultative processes leading to the formulation of national development plans.</p>	<p>A workshop on capacity building for the management of DWCPs in the context of UN reform was held for ILO officials. Detailed policy guidance has been issued to external offices on the need to develop DWCPs in a coordinated, integrated and mutually reinforcing manner with UNDAFs and Poverty Reduction Strategy Papers (PRSPs) in the framework of national development strategies and plans. The guidelines stress the systematic involvement of constituents at all stages of these processes.</p>
<p>The ILO calls upon donors to provide support to the strengthening of ILO constituents' capacity to participate in, and have access to, consultative processes on national development priorities.</p>	<p>The above support project and the comprehensive capacity-strengthening programmes are funded by contributions from the Netherlands and the United Kingdom.</p>

### III. *Tripartism and social dialogue in the delivery of technical cooperation*

Conclusions	Action taken
<p>In accordance with the resolution concerning tripartism and social dialogue adopted by the International Labour Conference in 2002, technical cooperation programmes and other mechanisms should be developed with the social partners and governments to help strengthen their capacities, services and representation.</p>	<p>In 2007, US\$9.7 million of extra-budgetary resources were allocated to projects aimed at strengthening the capacity of social partners. In the area of gender equality and mainstreaming, for example, initiatives to build constituents' capacity have continued through partnerships between the Bureau for Gender Equality and the Bureaux for Employers' and Workers' Activities. Gender audits with ILO constituents (e.g. in Kyrgyzstan, Mozambique and Yemen) identified good practices and areas for strengthening institutional and organizational gender mainstreaming capacity.</p> <p>A reconstruction project in Liberia supporting constituents resulted in a clearer definition of their respective roles. The Ministry of Labour developed a five-year strategy and a related action plan, and employers' and workers' organizations decided on structures to effectively play their roles.</p> <p>Technical cooperation activities concerning labour migration have focused on regional and national tripartite capacity building in Africa, Asia and Europe, facilitating tripartite cooperation to obtain common approaches and operational cooperation. Outputs included an employers' manual, developed with the International Organization of Employers (IOE), and training events organized with the International Trade Union Confederation (ITUC) on policy and field activities. Occupational safety and health projects implemented by the ILO Subregional Office in Moscow were tripartite, and in fact led by the social partners (e.g. by the trade unions in Kyrgyzstan; and by agro-employers in Tajikistan).</p>
<p>National tripartite steering committees or other national tripartite consultative mechanisms could be established and/or strengthened, having regard to Convention No. 144 and Recommendation No. 152 and the 2002 ILC resolution concerning tripartism and social dialogue, and can play a useful role in the formulation, implementation and monitoring of DWCPs. Due regard should be given to the need for men and women to be represented on an equal footing.</p>	<p>A number of DWCPs set up implementation committees that included the social partners, who acquired responsibility to monitor and evaluate results: in Europe all six DWCPs ending in 2007 underwent tripartite evaluation. Tripartite participation in DWCPs not only ensured outcomes that enjoyed wide support, but was also useful to gain experience in programme design, results-based management, monitoring and evaluation. All the International Programme on the Elimination of Child Labour (IPEC) and ILO/AIDS national projects have tripartite committees to provide strategic guidance and to manage implementation. Tripartite national steering committees on occupational safety and health were set up for Zambia, mainland Tanzania and Zanzibar in the context of a technical cooperation project. A National Tripartite Steering Committee was established in Senegal to extend social protection coverage.</p> <p>The "Promotion of social dialogue in french-speaking Africa" (PRODIAF) programme supported the creation of two tripartite national councils in Togo and the Democratic Republic of Congo. It also facilitated the emergence of a subregional tripartite social dialogue committee within the Economic and Monetary Community of Central Africa (CEMAC). It will help the national councils implement their action plan in Côte d'Ivoire, Senegal and Niger, and help the Economic and Monetary Union of West Africa (UEMOA) establish a similar subregional tripartite social dialogue committee.</p>
<p>The ILO should, within the multilateral system and in the context of UNDAF and the Poverty Reduction Strategy (PRS), show through good practices, the advantages of involving the social partners, in the design, implementation and sustainability of technical cooperation programmes.</p>	<p>The Bureau for Workers' Activities assisted workers' organizations in Uruguay and Viet Nam to integrate decent work issues into the UNDAF programming framework. It also prepared three booklets on UN reform and the role that workers' organizations can play in DWCPs and their integration in UNDAFs. Further workshops will be held to provide information to trade unions on the changes taking place in the ILO and the UN, and to prepare the labour movement to act together with the other social partners at the national level to elaborate DWCPs. The priority for the Bureau for Employers' Activities is to ensure that employers' organizations are properly involved and their concerns accommodated in the DWCP programming process and in the UN programming framework.</p>

Conclusions	Action taken
<p>The ILO should facilitate collaboration between other international agencies, donor agencies, and employers' and workers' organizations, with regard to the attribution of development aid and programmes.</p>	<p>Through the DWCPs the social partners improve their capacity for results-based programming and contributing to negotiations on national development frameworks. By presenting DWCPs for reflection in UNDAFs, employers' and workers' organizations have reported greater negotiating power and greater voice in UN country teams. Technical cooperation projects have also facilitated agency coordination with the social partners. The Cooperative Facility for Africa programme, for instance, includes the ITUC, the IOE, the International Cooperative Alliance, the FAO and the United Nations Industrial Development Organization (UNIDO).</p>
<p>The Bureaux for Employers' and Workers' Activities have an important role to play in building the capacity of the social partners and developing and implementing technical cooperation activities. The ILO should make every effort to ensure that the Bureaux for Employers' and Workers' Activities have the resources required to meet agreed objectives.</p>	<p>In 2007, US\$7.6 million of extra-budgetary funds were allocated to the Bureaux for Employers' and Workers' Activities, a 31 per cent increase on 2006. The Office ensures that new extra-budgetary programme proposals are based on the Common Principles of Action and the ILO Declaration on Social Justice for a Fair Globalization, and that all partnerships promote the four strategic objectives, as they are "inseparable, interrelated and mutually supportive". Evidence of this can be seen in the partnership programmes with Denmark, the Netherlands and Norway, where special allocations have been made to mainstream tripartism, in some cases with separate funds directly allocated to the Bureaux for Employers' and Workers' Activities. Application of this principle can also be seen in the projects funded by Belgium (Flanders), France, Germany, Italy, Sweden, and the United Kingdom, which include allocations for capacity development of the social partners.</p>
<p>In the identification of national technical cooperation priorities, due attention should be given to issues that may be raised by governments or by employers' or workers' organizations in the procedures for the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work or regarding ILO Conventions.</p>	<p>Standard ILO project design methodology includes extensive stakeholder consultations, through which the social partners express their priorities within the mandate of a particular project: in West Africa, technical cooperation projects are a means of responding to requests from the social partners to upgrade apprenticeship programmes, support regional integration through knowledge sharing on national training levy schemes, and extend the application of social dialogue to the reform of national skills development policies. IPEC projects generally include important inputs from the social partners on youth employment, apprenticeships and training, and the social partners are often key implementing partners in IPEC projects.</p>
<p>Technical cooperation can play a complementary role to the ILO supervisory mechanism. Governments and employers' and workers' organizations should take advantage of the opportunities offered by the follow-up to the Declaration and supervisory procedures to draw the ILO's attention to problems of implementation which call for action in the form of technical cooperation.</p>	<p>In 2007, US\$117.6 million of extra-budgetary funds were allocated to outcomes under standards and fundamental principles and rights at work. While the majority of these projects went to ILO action on child labour, significant resources were also allocated to following up on the Declaration on Fundamental Principles and Rights at Work: for instance the programme "Better legal compliance to mitigate the effects of HIV/AIDS in the world of work" trained labour courts and industrial relations tribunals on discrimination law to ensure that they base their judgements on relevant international labour standards, the Declaration on Fundamental Principles and Rights at Work and the ILO code of practice on HIV/AIDS and the world of work to underpin decisions that call for damages (and in some cases reinstatement) to be awarded to workers suffering from discrimination based solely on their HIV-positive status.</p> <p>The promotion of the Indigenous and Tribal Peoples Convention, 1989 (No. 169), supported by the Danish International Development Agency (DANIDA), is a good example of technical cooperation in a specific subject area covered by international labour standards.</p> <p>Technical cooperation on international labour standards addresses topics such as training to mainstream standards at the national level, peer reviews of existing partnerships, and promoting specific standards on employment policy, labour inspection and tripartite consultation.</p>

#### **IV. Developing partnerships and mobilizing resources for technical cooperation**

Conclusions	Action taken
<p>The specific needs of countries in particular regions, especially Africa, the least developed countries and countries in crisis, as well as poor and vulnerable groups in other countries, should receive greater attention and resources and be integral components of the strategy. To this end, the ILO should invite donors to increase their contributions to the ILO's technical cooperation programme.</p>	<p>Greater attention was given to Africa, where expenditure on technical cooperation in 2007 was 14.5 per cent higher than in 2006 (compared to 5 per cent overall). A number of donor agreements now include a specific component for this region. US\$22 million of Regular Budget Supplementary Account (RBSA) resources have been specifically allocated to Africa. ILO inputs have resulted in the establishment of the Regional Employment Network and the integration of youth employment in the consensus statement adopted during the Fifth African Development Forum. Half of all ILO/AIDS technical cooperation resources go to Africa.</p>
<p>There should be stronger links between the regular budget programmes of the ILO and those undertaken with extra-budgetary resources. Each should complement the other, and there should be flexibility in allocation modalities to ensure balanced development and execution of technical cooperation in all four strategic areas of the ILO.</p>	<p>With regard to countries in crisis, the ILO participated in joint needs assessments in Bangladesh, Haiti, Madagascar and Myanmar and was involved in various joint programmes on early recovery in Afghanistan, Bolivia, China, Democratic Republic of the Congo, Guatemala, Haiti, Iraq, Liberia, Nepal, Pakistan, Philippines, Sudan, and Timor-Leste, as well as in the occupied Arab territories.</p> <p>With regard to vulnerable groups, some 3,000 women with disabilities benefited from entrepreneurship training and enhanced livelihoods through the second phase of the ILO/Irish Partnership Programme in five sub-Saharan African countries. The programme also resulted in improved laws on the employment and training of persons with disabilities.</p> <p>By the end of 2007, over 600 enterprises with a workforce of nearly 1 million workers were trained on HIV/AIDS in partnership with the ILO and 6,000 peer educators. To help constituents access Global Fund resources, ILO/AIDS provided technical/financial support for developing proposals in a number of countries.</p> <p>The RBSA was established as a "core voluntary account", which allows donors to make un-earmarked voluntary contributions to expand and deepen the capacity to deliver on the priorities set in the ILO programme and budget and the achievement of decent work outcomes. The RBSA eases funding gaps for a balanced technical cooperation programme. All RBSA funds are earmarked for strategic objectives at the regional level. To date, some US\$44 million has been mobilized for 2008–09.</p> <p>Approximately 98 per cent of programmes undertaken with extra-budgetary resources are explicitly linked to the strategic objectives and decent work outcomes. Before finalization, project proposals are appraised for their relevance to decent work outcomes and priorities, design, financial and legal feasibility, sustainability, coherence with ILO objectives and wider national development objectives.</p>
<p>Therefore, the role of the Governing Body in setting up priorities for technical cooperation should be strengthened.</p>	<p>The Officers of the Committee on Technical Cooperation participated in a donor meeting in 2007 and discussed critical issues, including the RBSA and the ILO's participation in UN reform. Regular and systematic reporting to the Committee on Technical Cooperation will continue and guidance will be sought. There will be regular reporting on action taken and its outcome and on decisions adopted by the Governing Body.</p>
<p>ILO programmes need to be based on national priorities established by governments, employers and workers, all of whom need to have full ownership of the technical cooperation programmes.</p>	<p>DWCPs are drawn up on the basis of national priorities and with the full consultation of national constituents. Capacity development workshops have helped to enhance the capacity of the social partners to contribute effectively to the elaboration of national priorities. IRIS tracks how</p>



Conclusions	Action taken
There is an urgent need for a comprehensive field structure review.	<p>technical cooperation contributes to the achievement of decent work country outcomes.</p> <p>Through the DWCP Quality Assurance Mechanism, headquarters and the regions collaborate to strengthen the technical underpinnings of the DWCPs and to better match the analysis of decent work deficits in a country and the priorities identified by the social partners.</p> <p>The field structure exercise is under way. An oral presentation on its status will be made to the Committee on Technical Cooperation at the current session.</p>
The ILO should continue its engagement in the UN system-wide reforms that may lead to greater coherence and effectiveness of the ILO and of the UN system as a whole, stressing the ILO's specific mandate, unique tripartite structure and its focus on social dialogue as essential contributions to this ongoing process.	<p>Through its active engagement in the UNDG and its advisory group, the ILO has helped promote several reform initiatives that may lead to greater coherence and effectiveness of the ILO and of the UN system as a whole. These include: updated guidelines for use in 90 new UNDAF roll-out countries; strengthening results-based reporting, monitoring and evaluation tools; a standard Memorandum of Understanding and administrative arrangements for multi-donor trust funds and joint programmes; a revised job description for Resident Coordinators; the adoption of a UN country team dispute resolution mechanism; and an implementation plan to increase the number of candidates for Resident Coordinator positions. The ILO has also contributed significantly to the development of a Management and Accountability System for the United Nations Development and Resident Coordinator System, also referred to as the "functional firewall". Through its participation in inter-agency working groups and forums, the ILO highlights its three comparative advantages –</p> <ul style="list-style-type: none"> <li>■ The Decent Work Agenda (a clear and well-defined development mandate).</li> <li>■ International labour standards (the ILO's experience in promoting fundamental principles and rights at work offers a rights-based approach to the wider development system).</li> <li>■ Its unique tripartite structure: ministries of labour and employers' and workers' organizations can improve UN coherence at the country level; the social partners are also entry points to the private sector, civil society and the business community.</li> </ul>
It is necessary to examine new methods of working that meet beneficiaries' and donors' expectations of complementary and coherent approaches, and at the same time to address national priorities and those of the tripartite constituents effectively.	<p>Along with the other major specialized agencies of the UN system, the ILO has created an informal network to exchange experience and promote a more harmonized approach to resource mobilization in the context of the new reform environment. A first meeting at the United Nations Educational, Scientific and Cultural Organization (UNESCO) headquarters was followed by four more, three of them hosted by the ILO. The ILO is also very much involved in bridging the gap between humanitarian relief and development and is working closely with other UN agencies in various needs assessments and early recovery efforts. The ILO is actively participating in the CEB and UNDG on issues related to the "One UN" fund and new joint programming modalities, in addition to the triennial comprehensive policy review discussions. The aim of these ongoing discussions is to arrive at a better way of financing activities for development. In this context, the ILO's RBSA is often quoted as a good practice example.</p>
The ILO should continue with its gradual move towards a common programming framework with the donor community by endeavouring to harmonize the various agreements with individual donors, so as to ensure greater stability, predictability and consistency and to	<p>Since the adoption of the 2006 Conference conclusions, the ILO has convened three informal donor meetings, in addition to regular briefings for the donor community through the permanent missions in Geneva. These meetings have provided the ILO and its donors with an important opportunity to discuss ways of harmonizing agreements and</p>

**Conclusions**

**Action taken**

reduce the transaction costs of the ILO's technical cooperation programme.

reducing transaction costs, and to ensure greater stability, predictability and consistency in extra-budgetary funding, in accordance with the principles of the Paris Declaration and General Assembly resolution 62/208. The RBSA is an important, innovative contribution in this regard.

Encourage multi-year partnership agreements with donor agencies consistent with the ILO's own programming cycles, strategic priorities and rules, while at the same time recognizing the need to incorporate single-year funding when available.

The ILO recently reviewed multi-annual partnership agreements signed with nine donor countries. All partnership agreements were well aligned with the strategic priorities of the ILO. Only five partnerships were fully aligned with the ILO's programming cycles, and time frames were in most cases deemed inadequate to demonstrate results. The release of funds was reliable and predictable in all but one case. Donor reporting requirements were harmonized with standard ILO reporting cycles in five cases. Only two of the nine partnerships are aligned with the Common Principles of Action. Discussions are under way to further enhance the effectiveness of partnership mechanisms, based on good practice partnership agreements such as the Netherlands–ILO Cooperation Programme.

The ILO should also actively promote the mainstreaming of gender equality in donor partnership agreements; design technical cooperation proposals supporting the development of employers' and workers' organizations and tripartite activities; upgrade the capacity of ILO field offices to mobilize additional resources from donor representatives; streamline internal priority setting and resource allocation mechanisms; and facilitate greater coordination among ILO donors.

Attention continues to be given to the empowerment of women and promotion of gender equality. Special provisions have been included in a number of donor partnership agreements to support employers' and workers' organizations in their efforts to mainstream gender concerns.

Agreements recently signed with Denmark and Ireland to promote gender equality, tripartism, international labour standards, and capacity development through the Turin Centre will continue to be promoted.

The ILO is encouraged to develop innovative approaches that will strengthen the DWCP and attract increased donor funding.

Measures such as the DWCP Quality Assurance Mechanism strengthen collaboration between headquarters and the regions. Capacity-development activities better equip national constituents to participate in the formulation, implementation, monitoring and evaluation of DWCPs. Implementation of the Toolkit helps to strengthen the links between DWCPs and the UNDAFs and achievement of the MDGs. The RBSA has been established with a view to ensuring reliable, predictable and adequate funding for the implementation of DWCPs.

Public–private partnerships have potential as a source of funding. The Governing Body should establish and monitor the implementation of clear guidelines and criteria for such partnerships.

The Office is preparing operational guidelines based on the guiding principles approved by the Governing Body. Promotional materials for public–private partnerships will be developed and disseminated. The Office will report on public–private partnerships at future sessions. Some US\$34 million was granted by the Bill and Melinda Gates Foundation for the Microfinance Innovation Facility.

Furthermore, the ILO should foster and support technical cooperation among developing countries both at the national and regional levels.

Since 2005, the ILO has assisted the Government of Brazil in initiating systematic cooperation to combat child labour in Portuguese-speaking countries in Africa. The Office signed a Memorandum of Understanding with Brazil on 14 December 2007 to guide the future development of this South–South initiative in a spirit of equality and non-discrimination with the Fundamental Principles and Rights at Work at its core.

## V. *Enhancing the ILO's knowledge base and technical capacities; products and services for technical cooperation*

Conclusions	Action taken
<p>The ILO should enhance its knowledge base so as to improve the focus and effectiveness of its technical cooperation programme.</p>	<p>A knowledge sharing system has been developed to support the involvement of the ILO in "Delivering as One". It gathers all relevant materials and background information and enables staff at headquarters and in the field to exchange experience.</p>
<p>The International Institute for Labour Studies (IILS) should, together with technical and field units of the ILO, and taking into account the advice of beneficiaries and donors of technical cooperation, focus on the Decent Work Agenda with a view to supporting the work described above.</p>	<p>A joint study by the IILS and the World Trade Organization (WTO) on "Trade and employment: Challenges for policy research" was published and discussed in the Governing Body.<sup>2</sup> Another joint study will be undertaken on the links between globalization, trade and informal employment. In order to assess "what works, what doesn't and for whom". The Institute has launched a new annual publication that will analyse key opportunities and challenges for the world of work. The first edition, on income inequalities, was published in October 2008.</p>
<p>The design and implementation of technical cooperation programmes should take full advantage of the expertise, facilities and training capacity available at the Turin Centre. The ILO should use the Turin Centre to build the capacity of constituents and its programmes should reflect their growing needs.</p>	<p>The Turin Centre trained over 12,000 participants in 2007; 85 per cent of training was explicitly linked to ILO outcomes. The Centre is in the process of enhancing planning to ensure the relevance of training activities to DWCP priorities, including specially designed courses in support of one or more DWCPs.</p> <p>Since 2006, the number of employer and worker participants in Turin Centre activities has increased by 40 per cent, while 25 per cent of all participants were employers' and workers' representatives. Staff and non-staff resource allocations for employers' and workers' training programmes increased; resource allocations for fellowships to support employers' and workers' participation in mainstreaming training activities almost doubled in two years. A programme is under way to mainstream social dialogue and tripartism across the Centre's programmes.</p>
<p>The ILO should also use the Turin Centre to ensure that all its staff are familiar with the principles, aims and operations of the technical cooperation programme as set out in these conclusions.</p>	<p>A regular training course on project design and implementation based on the ILO Technical Cooperation Manual was established jointly with the Turin Centre and is offered twice a year, either in Turin or in the field. To date, 175 officials have been trained and two additional workshops are planned for the remainder of the 2008–09 biennium. A Turin staff member based in Geneva is working with the Office to prepare training curricula on technical cooperation, results-based management and UN reform.</p>
<p>Technical cooperation should take account of the need for gender analysis of programmes so as to ensure equal opportunities for women and men to participate in the programmes and provide equal access to the benefits.</p>	<p>Following the thematic evaluation of gender issues in technical cooperation in March 2005,<sup>3</sup> the Office has taken measures to ensure that projects under new partnerships have been peer reviewed before approval to ensure incorporation of a gender dimension from the project design stage. Tools and guidelines for mainstreaming gender in different stages of the project cycle have been developed and are being used. Technical cooperation has continued to support management and knowledge sharing of gender equality in the world of work.</p>

**Conclusions**

Every assistance should, as a priority, be given to member States to promote the universal ratification and implementation of all eight Conventions relating to the Declaration on Fundamental Principles and Rights at Work adopted in 1998. The ILO should provide technical cooperation requested by countries which experience problems of implementation identified by the ILO supervisory bodies.

The ILO's technical cooperation in relation to employment should include entrepreneurship development, enterprise development, productivity and skills development, especially for micro-, small and medium-sized enterprises and for formalization of the informal economy, having due regard to the Job Creation in Small and Medium-Sized Enterprises Recommendation, 1998 (No. 189), the Employment Policy Convention, 1964 (No. 122), and the Global Employment Agenda.

The ILO's technical cooperation should continue to focus on the elimination of child labour, and on the promotion of youth employment, in the light of the very positive performance and results achieved under IPEC, and the Youth Employment Network (YEN) in the light of the MDGs. Technical cooperation in the field of human resource development should take account of the Human Resources Development Convention, 1975 (No. 142), and of the Human Resources Development Recommendation, 2004 (No. 195).

There is also a need to address pressing problems relating to precarious and low-quality work, including in the informal economy. Migration for employment, which is increasingly becoming a major issue in the global agenda, should also be addressed.

**Action taken**

Technical assistance was provided to a large number of countries experiencing problems identified by the ILO supervisory bodies. Fundamental rights at work are being integrated into DWCPs. Training activities have been undertaken by NORMES in collaboration with the Turin Centre to increase constituents' capacity to promote and apply standards and fundamental principles and rights at work.

Global tools are being developed on fundamental rights on social dialogue, safe work, labour administration and inspection, and racial discrimination at the workplace.

Some target groups that have been hard to reach (e.g. bonded labour in India) are engaging with the ILO; support from the European Union has enabled the ILO to tackle trafficking issues in Europe. Good practice guides on non-discrimination and gender equality at work, and other tools to aid labour inspectors in detecting forced labour, have been produced.

The Office is planning further support on problems identified by the supervisory bodies in relation to the fundamental equality Conventions.

A targeted regional approach, funded by France, aims at ratification of Conventions Nos 122 and 144, in selected countries in French-speaking Africa, Latin America and Asia.

Under the project on Improving Job Quality in Africa, national institutions in several countries received assistance in developing national working conditions profiles, specifically tailored to the concerns and needs of those countries.

A training programme for middle managers of microfinance institutions was developed. Employment policy standards including Recommendation No. 195 were integrated into the programme. More than 600 managers were trained; trainers from 22 countries have been certified to deliver the course.

The Bureau for Employers' Activities is undertaking a programme aimed at building the capacity of employers and their organizations to combat child labour. Country-level projects are also being implemented in partnership with national employers' organizations in several countries. Special emphasis has been placed on youth employment in selected countries through a Norwegian-funded programme.

The participatory, action-oriented training programme "Work improvement for safe homes" (WISH) was developed to improve safety, health and working conditions of homeworkers. A number of countries included the WISH programme in their official policy.

Work on migration included research and publication of a number of reports analysing country needs, discrimination assessments, policies and other related issues. The EU has recognized the ILO's competitive advantage in its "Migration and asylum" programme.

Conclusions	Action taken
<p>Given that freedom of association and the right to organize are at the heart of the fundamental rights of all workers, and that strong and independent employers' and workers' organizations are of vital importance in development, as illustrated above, it is essential for the ILO to make a strong effort to ensure that its technical cooperation programme provides the resources required to meet agreed objectives relating to strengthening the capacity of national organizations of employers and workers to meet the needs of their members and to participate in collective bargaining and in the conception and execution of technical cooperation, having regard to the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), and the Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152).</p>	<p>Promotion of fundamental principles and rights at work focused on social dialogue and tripartism in a number of African and Arab countries. Follow-up will respond to demands from social partners for assistance on gender and other labour issues.</p> <p>Technical assistance was provided to a large number of countries which experienced problems identified by the ILO supervisory bodies.</p> <p>The Bureau for Workers' Activities has used two specific channels in capacity-building activities: the Global Unions Research Network (GURN) with its wide labour research network, and the Turin Centre, which has the largest international workers' education programme in the world.</p> <p>The Bureau for Employers' Activities is developing a comprehensive programme on freedom of association for employers' organizations. The programme will be coordinated with the Bureau for Workers' Activities.</p> <p>The Office is preparing maritime labour inspection training; developing a network of experts on employment policies; and strengthening social dialogue on employment policies in relation to Conventions Nos 122 and 144.</p>

<sup>1</sup> See GB.303/TC/2. A recent independent evaluation of two DWCPs and their contribution to national development strategies in Zambia and Jordan can be found in GB.303/PFA/3/3 and GB.303/PFA/3/4. <sup>2</sup> GB.298/WP/SDG/1; GB.300/WP/SDG/2. <sup>3</sup> GB.292/TC/1.