



## Governing Body

309th Session, Geneva, November 2010

GB.309/PFA/2

Programme, Financial and Administrative Committee

**PFA**

# FOR DEBATE AND GUIDANCE

SECOND ITEM ON THE AGENDA

## Preview of the Programme and Budget proposals for 2012–13

### Overview

#### Issues covered

This paper summarizes key features and major changes proposed by the Office for the Programme and Budget proposals for 2012–13 so that the Governing Body can provide guidance on the priorities that should be taken into account by the Director-General in submitting such proposals in March 2011.

#### Financial implications

Prepares Programme and Budget proposals for 2012–13.

#### Action required

Governing Body guidance will inform preparation of the Programme and Budget proposals for 2012–13.

#### References to other Governing Body documents and ILO instruments

GB.303/PFA/2(Rev.), GB.306/12/2, GB.306/PFA/12/3, GB.307/1(Rev.), GB.309/PFA/3, GB.309/PFA/7, GB.309/PFA/ICTS/1.

Resolution concerning the recurrent discussion on employment, 2010.

Global Jobs Pact, 2009.

ILO Declaration on Social Justice for a Fair Globalization, 2008.



## Introduction

1. At the 310th Session of the Governing Body in March 2011, the Director-General will submit for consideration his Programme and Budget proposals for 2012–13. The approved proposals will be submitted to the International Labour Conference in June 2011 for adoption.
2. The purpose of this paper is to summarize key features and major changes found in the Programme and Budget proposals for 2012–13 so that the Governing Body can provide guidance on the priorities the Director-General should take into account in making such proposals. The preview is also an opportunity to discuss the structure and content of the proposals to be submitted in March 2011.

## A changing and demanding context

3. The proposals presented in this preview are informed by a changing external context dominated by the slow recovery from the global crisis, the persistence of high unemployment and underemployment and the many enterprise, employment, and social challenges that predate the crisis. This context is well elaborated upon in other documents presented to the Governing Body at the current session. The Programme and Budget proposals for 2012–13, to be submitted in March 2011, will further elaborate on the context in which they need to be set, in the appropriate regional definitions.
4. The Programme and Budget proposals for 2012–13 respond to the urgent need for a more dynamic, adaptable and efficient Organization.
5. The global financial and economic crisis has heightened and sharpened requests for ILO services. Demand is reflected in Decent Work Country Programmes, the implementation of the Global Jobs Pact, the outcomes of G20 processes, decisions of the Conference, in particular, the ILO Declaration on Social Justice for a Fair Globalization, the conclusions adopted in June 2010 concerning the recurrent discussion on employment,<sup>1</sup> and the increasing references to the Decent Work Agenda in system-wide UN programming under the aegis of UN reform. They converge in the need for the Office to continue to boost its capacity to provide timely, specific and cost-effective services. The internal reforms which became operational as of early 2010, including the implementation of the new field structure, the management strategies on knowledge, human resources, information technology and technical cooperation and the introduction of Office-wide outcome-based work planning, reflect the ongoing efforts of the Office to address that need.
6. The proposals for 2012–13 are being prepared as many national governments face extraordinary difficulties in striking a delicate policy balance between continuing recovery measures and a fiscal consolidation process. This difficult situation requires a strong emphasis on value for money. This confronts the Office with an even greater responsibility to focus its programme on essential priorities and to adapt its methods of work to the imperative of increased efficiency and value for money.

<sup>1</sup> ILO: Resolution concerning the recurrent discussion on employment, International Labour Conference, 99th Session, Geneva, 2010.

7. The Strategic Policy Framework (SPF) 2010–15<sup>2</sup> provides a rigorous, results-based programming instrument to focus the ILO’s work on essential priorities and to measure the results achieved in addressing those priorities.
8. The following sections elaborate on some major areas of change that will underpin the Programme and Budget proposals for 2012–13.

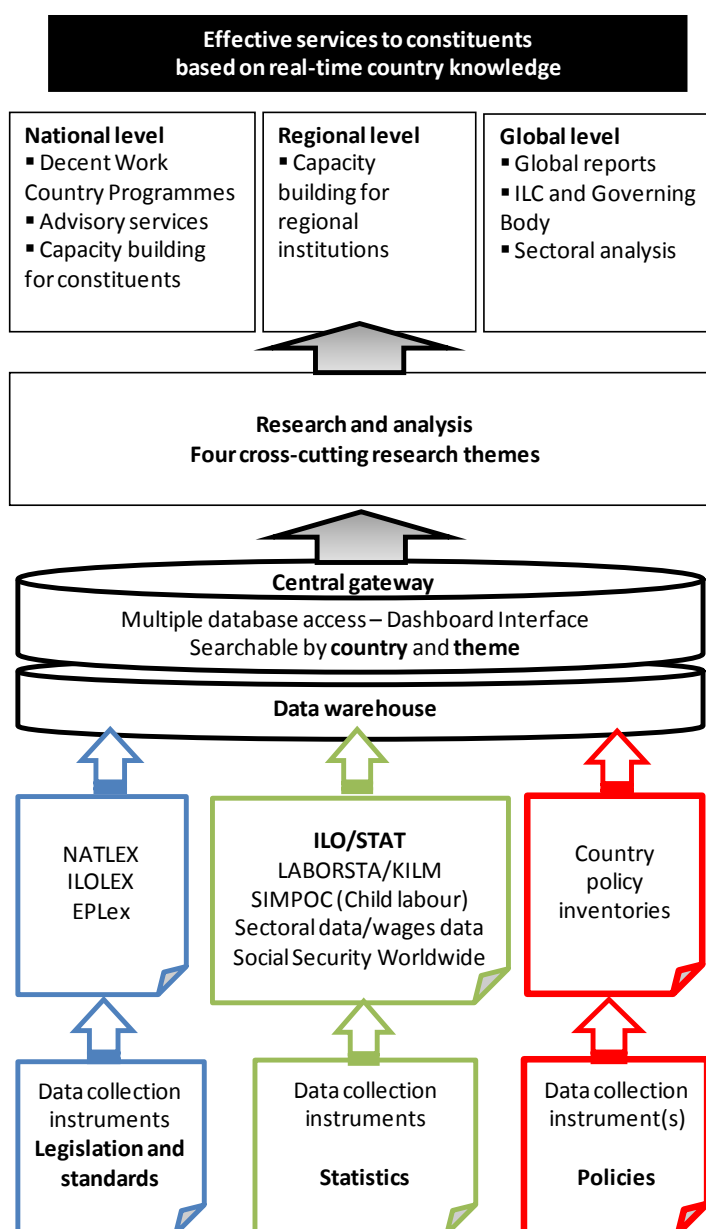
## The central role of knowledge

9. A major theme of the proposals for 2012–13 will be the reinforcement of the ILO’s knowledge base as a key means of action to provide effective services to constituents. The need to improve the Office’s knowledge base and its effective use has been emphasized by the Governing Body and the Conference on a number of occasions resulting in the Knowledge Strategy endorsed by the Governing Body in November 2009. Recent experience and tripartite guidance, in particular, through the ILO’s involvement in the G20 and Global Jobs Pact processes, have reinforced recognition that strengthening the effective generation, exchange processing, analysis and dissemination of knowledge is a major priority requiring a systematic approach based on the practical experience and needs of constituents in countries.
10. In order to move towards a more systematic and effective approach to knowledge, the Office will put in place a knowledge management system organized around the following key features illustrated in figure 1:
  - At the base of the system, a single unified data collection process will capture a regular and up-to-date flow of country-specific data and analysis on what policies, programmes and measures work, where they work and how they work.
  - The data collection will proceed along three major interrelated tracks: legislation and standards; statistics; and labour and employment policies:
    - The legislation and standards track builds largely on existing databases which are currently being upgraded to conform to the ILO’s IT standards.
    - The statistics track will build on an important continuing effort to streamline the Office’s entire statistical base. This involves re-conceptualizing and redesigning, as well as linking and integrating a number of existing statistical databases to ensure consistency and timeliness and that the various elements fit into a single unified data stream. Under this high priority effort all statistical activities carried out by units at headquarters and in the regions will be managed and coordinated by the Department of Statistics, but not necessarily centrally executed.
    - Systematic collection of policy data is currently the least developed of the three tracks. It will build on the streamlining and consolidation of ongoing initiatives such as decent work country profiles, country reviews and Global Jobs Pact country scans, thereby reducing duplication of effort. Equally important will be to move from an ad hoc collection of information on policies and programmes at national level to a systematic, ongoing approach. It will be driven by the regions, and will involve national institutions.
  - Each of the above three tracks will feed into a one-stop central data warehouse and gateway.

<sup>2</sup> GB.303/PFA/2(Rev.).

- This information will serve as a basis for analytical and research work. Much of this will be organized around a unified research agenda with four Office-wide research themes: (i) crisis exit strategies: the role of policy coherence between macro policies and decent work; (ii) employment recovery with quality jobs; (iii) achieving income-led growth and rights at work; and (iv) the role of international labour standards in rebalancing globalization.
  - Finally, analysed and organized knowledge will be a key input to the formulation and implementation of Decent Work Country Programmes, advisory services and capacity building of constituents.
11. The development of the system will require mobilization and training of existing staff, as well as recruitment of new staff that possess the appropriate skills in line with the Human Resources Strategy 2010–15.<sup>3</sup> It will also rely on an upgraded information technology infrastructure, in particular to ensure that regions are at the forefront of this exercise.

Figure 1. Knowledge management system



<sup>3</sup> GB.306/PFA/12/2.

## Improved outcome strategies

12. Improved effectiveness and efficiency in the achievement of measurable results is driven by strengthened outcome strategies. These strategies focus on how the results are to be achieved – that is, the means applied by the ILO to support constituents in advancing the Decent Work Agenda in concrete ways. The strategies in the Programme and Budget for 2010–11 already contain a number of key elements, including lessons learned, support to constituents, knowledge, partnerships and gender mainstreaming. The results-measurement criteria introduced at the same time ensure that the strategies are built on principles based on international labour standards and other tripartite policy guidance. The outcome-based workplans introduced by the Office in 2010 as a management tool to steer the achievement of results through a coherent use of all available resources contain more detailed strategies and enable the Office to track the effectiveness of the strategy elements.
13. For 2012–13, the Office proposes to improve these strategies in several ways. First, all strategies will follow a standardized structure, emphasizing improved services to constituents. Second, the strategy elements will have gone through a peer review process directed at making them more practical, concrete and specific. Third, for each strategy element there will be a description of the overall approach and efforts Office-wide.
14. Experience since the adoption of the ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact has shown that three strategy elements are especially critical to the overall success of the Office's efforts: support to constituents; knowledge; and gender equality and non-discrimination. These have been singled out for special emphasis in the programme and budget proposals. Of course, they are all closely linked to the strategy element on lessons learned. The appendix provides some examples of these strategy elements for selected outcomes.

## Strengthened services and capacity building for constituents

15. Strong tripartite constituents are essential for the success of the Office's efforts to support results. Through direct involvement in setting priorities and implementing programmes, they contribute knowledge, commitment and sustainability. The Office is promoting a multidimensional approach to strengthening constituents involving advocacy, advisory services and capacity building.
16. This strategy element will focus on concrete, well-defined capacity-building services under the outcome, either for the constituents together or for each of them separately. These services, spanning training, policy dialogue and action programmes, among others, will be closely linked to the other strategy elements. As part of the Office's strategy to achieve greater integration with the Turin Centre, opportunities to involve the Centre will be systematically identified in outcome-based workplans.

## Knowledge

17. The thrust of this strategy element for 2012–13 is guided by the recognition that countries and constituents “need convincing analysis supported by solid data and evidence regarding how to ... move ahead with the Decent Work Agenda”.<sup>4</sup> One common feature of this element across all outcomes will be its focus on shifting away from general knowledge

<sup>4</sup> GB.306/PFA//12/3.

towards real-time and country-specific knowledge, which in turn determines the Office's capacity to provide effective and timely advice. Underpinning this strategy element is the ongoing effort to streamline and better coordinate existing knowledge initiatives of the Office, particularly in terms of national-level survey methodologies as well as statistical, legal and policy databases.

18. For each strategy, there will be a description of the data that will be collected, along with the identification of areas for collection and analysis of policy information in countries, ultimately feeding Office-wide research priority themes. Practical outputs to apply this knowledge will be singled out, with emphasis on those resulting from Office-wide collaboration or partnerships with other organizations.

## Gender equality and non-discrimination

19. Gender equality and non-discrimination are central to decent work. The ILO Declaration on Social Justice for a Fair Globalization specifies that they must be considered as cross-cutting issues in the four strategic objectives. The conclusions adopted by the Conference in June 2009 concerning gender equality at the heart of decent work, set out the vision of ILO constituents on gender equality in a rapidly evolving world of work and identified the role of the ILO to deliver on that vision. This vision underpins the Office's contribution to the achievement of Millennium Development Goal (MDG) 3 to promote gender equality and empower women, including through collaboration with the newly established UN Entity for Gender Equality and the Empowerment of Women (UN Women). The vision is operationalized through the Action Plan for Gender Equality 2010–15, fully aligned with the results framework set out in the SPF for the same planning period.
20. For 2012–13, this strategy element will contain more concrete information on how gender equality and non-discrimination will be mainstreamed in achieving the outcome. This includes advocacy, knowledge products, tools and other services.

## Experience and lessons learned

21. The Governing Body has reiterated on many occasions the need for the Office to build its programme on lessons learned from past experience. During the discussion of the ILO programme implementation 2008–09, it specifically emphasized the importance of future ILO action being based on recommendations ensuing from lessons learned during the implementation of the previous programme.<sup>5</sup>
22. For 2012–13, this strategy element will be strengthened through greater emphasis on actionable lessons learned – that is, lessons that lead to concrete and specific changes in the outcome strategy going forward. This element will contain information that shows in greater detail how the Office is learning from its successes and gaps, and how this leads to improvement in the other strategy elements.

## Other strategy elements

23. Other strategy elements, which may be grouped or condensed for some outcomes, are as follows:

<sup>5</sup> GB.307/9/1(Rev.), paras 90–185.

- *Linkages to other outcomes*, describing in concrete terms how the outcome strategy links to that of other outcomes, in line with the emphasis of the ILO Declaration on Social Justice for a Fair Globalization on cross-Office collaboration and methods of work.
- *Implication of the Global Jobs Pact*, specifying how the strategy will advance the implementation of the Global Jobs Pact, notably through the delivery of integrated services to constituents.
- *Partnerships*, in particular with the UN and the multilateral system, including donors.
- *Technical cooperation*, specifying how technical cooperation will be used to strengthen or sustain the Office's capacity to deliver its programme, particularly at the country level.
- *Communication*, with emphasis on opportunities for greater outreach and enhanced influence of the ILO's principles, values and action.
- *Risk management*, with a view to ensuring that a conscious and systematic approach to risk is built into the strategy.

## Levels of demand and expected results

24. Information on demand for ILO services is being provided for the first time as part of the preview. The goal is to offer the Governing Body an opportunity to examine substantive plans and to provide guidance on priorities, both in terms of outcomes and in terms of regions.
25. Targets in the programme and budget specify expected results for the biennium stemming from the Office's services to constituents. Since the introduction of results-based management, the achievement of results relies on an increasingly integrated use of all resources available to the ILO, and on the concentration of those resources on priority outcomes.
26. Measurement criteria introduced in 2010–11 require that results be significant and in line with tripartite guidance and standards. Not all work is captured by the targets, as services in a particular biennium may be preparing future results or ensuring the sustainability of results already reported.
27. For 2012–13, targets will be set for the first time on the basis of outcome-based workplans, which contain detailed information on priority results in countries. These priorities are guided by policy decisions of the Governing Body and Conference and are captured in Decent Work Country Programmes.
28. Table 1 shows the distribution of prioritized demand and proposed targets by region and by the 19 programme and budget outcomes. The focus has been on a limited number of priorities identified by constituents in country programme outcomes. ILO assistance is normally sought on a much larger list of topics.
29. Demand reflects concrete needs for assistance that indicate a commitment to results if support is available. Proposed targets have been set based on estimated ILO capacity. They take into account the forecast performance in 2010–11 and start-up work being carried out towards possible results in 2012–13, on the assumption that the level of resources available in 2010–11 will be maintained.



**30.** The information in the table is preliminary and should be interpreted with caution. The first internal outcome-based work planning review, scheduled for mid-October 2010, will provide an opportunity to refine this information based on the joint assessment, by the 19 outcome coordinators and the regions, of initial progress after nine months of implementation regarding targets for 2010–11. This should lead to any corrective actions required, including reallocations of resources. This first rigorous assessment of progress will provide the Office with better information to finalize the programme and budget proposals to be submitted in March 2011.

**31.** In analysing the information in the table, the following points should be kept in mind:

- Targets are aggregated at the outcome level. They refer to results under different indicators which may not be comparable in terms of importance or resource requirements. The programme and budget proposals will contain targets for each indicator.
- In some regions, a few proposed targets exceed prioritized demand. This relates essentially to the availability of donor resources for outcomes that have tripartite support but which constituents did not include among their highest priorities. This is for instance, the case for outcome 16 (child labour) in Asia, and outcome 8 (HIV/AIDS) in Europe.
- In other cases, prioritized demand and proposed targets do not lend themselves to comparison due to the formulation of an indicator. This is the case of indicator 18.1 under outcome 18 (international labour standards) which refers to issues raised by the supervisory bodies. Targets in this area reflect advocacy as well as demand. This also applies to some extent to outcomes 14 (freedom of association and the right to collective bargaining) and 15 (forced labour).

**Table 1. Distribution of prioritized demand and proposed targets by region and by outcome**

Programme and budget outcome	Totals		Africa		Arab States		Asia		Europe		Americas	
	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target
Outcome 01 – Employment promotion	84	42	34	17	7	5	20	12	7	2	16	6
Outcome 02 – Skills development	80	40	27	17	7	3	14	6	13	6	20	8
Outcome 03 – Enterprise development	49	25	21	9	5	6	6	2	9	2	8	6
Outcome 04 – Social security	60	41	23	13	8	9	9	6	8	7	12	6
Outcome 05 – Working conditions	22	11	2	1	3	1	3	4	5	2	10	3
Outcome 06 – Occupational safety and health	32	21	9	6	3	1	3	4	8	5	10	6
Outcome 07 – Labour migration	28	11	1	3	3	2	11	1	6	3	7	2
Outcome 08 – HIV/AIDS	60	51	31	27	4	1	10	7	6	8	10	8
Outcome 09 – Employers' organizations	60	47	23	17	6	2	8	11	8	7	15	10
Outcome 10 – Workers' organizations	91	52	26	14	5	6	22	11	19	7	19	14
Outcome 11 – Labour administration	43	27	13	8	6	5	9	6	4	4	13	4
Outcome 12 – Social dialogue and industrial relations	63	20	24	4	6	3	9	2	11	7	14	4
Outcome 13 – Decent work in economic sectors	19	12	4	3	4	1	8	2	2	4	2	2
Outcome 14 – FoA and collective bargaining	19	9	2	1	4	2	7	1	1	2	5	2
Outcome 15 – Forced labour	9	8	2	2	3	2	3	1	0	0	1	3

Programme and budget outcome	Totals		Africa		Arab States		Asia		Europe		Americas	
	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target	Prioritized demand	Proposed target
Outcome 16 – Child labour	78	72	29	19	6	4	12	18	9	8	23	23
Outcome 17 – Discrimination	17	7	6	2	3	1	4	0	2	2	3	2
Outcome 18 – International labour standards	65	66	23	16	12	12	13	10	6	9	11	19
Outcome 19 – Mainstreaming decent work	22	14	12	4	2	1	1	2	0	1	7	6
<b>Totals</b>	<b>902</b>	<b>577</b>	<b>310</b>	<b>183</b>	<b>92</b>	<b>67</b>	<b>173</b>	<b>107</b>	<b>120</b>	<b>86</b>	<b>206</b>	<b>134</b>

## **Preliminary information on efficiency measures and investments**

- 32.** The search for savings and efficiencies through more efficient methods of work has been a central theme of the Director-General's management approach since his first proposals in 1999. In many years of zero-growth budgets, the Office has continuously applied prudent management of financial resources and has pursued every avenue in identifying possible areas for efficiency gains. Savings generated throughout the period have been redirected to strengthen the technical programmes and to reinforce the field structure for work in direct support to constituents.
- 33.** An examination of previous budgets reflects the comprehensive programme of savings implemented in the past biennium. For example, in 2008–09 overall efficiency savings amounted to some \$5.3 million (in 2008–09 US dollars) and in 2010–11 the amount reached some \$7.9 million (in 2010–11 US dollars). These savings have been achieved mainly through reductions in management and support services and in other areas such as administrative staff in technical programmes and reductions in non-staff costs such as travel and meetings.
- 34.** In preparing the Programme and Budget proposals for 2012–13, the Director-General requested all units to rigorously review their programmes and to identify more efficient and effective methods of work. Some of the areas reviewed relate to further rationalization of structures, streamlining of administrative support functions including centralization of secretariats and other administrative functions at departmental level, more and better use of modern technology including video conferencing and non-replacement of administrative and support staff through better distribution of work within a department or across departments. Office-wide measures such as the centralization of computer and software purchasing will be implemented.
- 35.** Preliminary examination of proposals shows that considerable efforts have been made Office-wide to abide by the above request. A number of units have clearly identified areas where resources could be freed by moving into single secretariats, sharing administrative functions, not replacing secretarial and/or administrative positions by internal distribution of work, increased use of technology and identification of better work methods.
- 36.** However, continuous reductions on administrative and support resources have placed both technical and administrative units under serious strain. The Office is reaching a limit where support services would no longer have adequate capacity, resulting in risks and inefficiencies.
- 37.** The Office continues nonetheless to examine other potential areas for efficiency gains such as distribution and dispatch of documents, publications, local area network administration and alternative service delivery options, including external providers. Through staffing reviews, much work is currently being carried out together with managers in further reviewing organizational structures, job design and rationalization of working methods. IRIS roll-out to the regions will provide an opportunity to review business practices and find efficiencies both at headquarters and in the field.
- 38.** In addition to the above, there are elements, such as the UN common system, which are outside the Office's control, which would, without any doubt, result in further efficiencies. For example, the simplification of the administration of the UN common rules related to benefits would certainly generate savings. Instead, investments are required in IT systems to cater for the administration of such benefits.

39. Continuous reductions in administrative support, the need to invest in strengthening the knowledge base<sup>6</sup> of the Office through investments in the IT capacity of the Office<sup>7</sup> coupled with increasing demands for ILO service will need to be carefully balanced.

## Resources for 2012–13

40. The SPF 2010–15 set out a resource scenario including a modest level of real budgetary growth based almost entirely on increased voluntary resources.<sup>8</sup> This was based on convincing evidence that the Decent Work Agenda is an effective response to the problems of economic growth and globalization, as well as the expectation that the emerging crisis would increase demand for ILO services.
41. The resource situation in 2010–11 can be summarized as follows:
- Expenditure under the regular budget for 2010–11, as well as contributions to that budget, are on schedule for full delivery.
  - Delivery of extra-budgetary technical cooperation (XBTC) is on track to meet the estimate of \$425 million of expenditure during the biennium, compared with \$350 million projected and \$383 million actual expenditure in 2008–09.
  - Very little of the Regular Budget Supplementary Account (RBSA) was available for a large part of 2010 but with recent approvals a total of at least \$60 million of RBSA will be available for the 2010–11 biennium as a whole. This is a substantial increase over the 2008–09 contributions of \$42 million. In addition, donors have provided for increased flexibility.
  - Total expenditure for 2010–11 from all sources of funds will be only slightly lower than projections.
  - The one-year delay in key XBTC and RBSA approvals has had a serious impact on performance despite strong delivery of older approvals. The lack of fresh resources at a time when rapid response and flexibility is essential has delayed key initiatives such as the Global Jobs Pact.
42. Estimates of voluntary contributions available in 2012–13 are still being finalized but are subject to an unprecedented level of uncertainty.
43. The major gap in approvals of both XBTC and RBSA during most of 2010 will reduce expected expenditure resources in future years, making it difficult to meet the SPF projections. The Office will continue to work with donors who have shown great commitment to the Organization's goals despite financial difficulties. However, as noted in the SPF, predictability of resources impacts effectiveness and efficiency.

<sup>6</sup> GB.309/PFA/3.

<sup>7</sup> GB.309/PFA/7 and GB.309/PFA/ICTS/1.

<sup>8</sup> In comparison to 2008–09, it was projected that for 2010–11 the regular budget would remain stable in real terms while extra-budgetary technical cooperation (XBTC) would grow from \$350 million to \$425 million and RBSA from \$42 to \$90 million. For 2011–12 a real increase of 1.5 per cent in the regular budget was to be accompanied by increases in XBTC and Regular Budget Supplementary Account of \$35 million and \$45 million respectively.

44. These developments in voluntary funding, coupled with the increased demand for ILO services reported in this paper, place extraordinary pressure on the regular budget for 2012–13.

Geneva, 19 October 2010

*Submitted for debate and guidance*

## Appendix

### Examples of strategy elements

#### *Building the capacity of constituents*

##### **Outcome 15 – Forced labour**

Strengthening the capacity of constituents to engage proactively in the global alliance against forced labour requires a more focused approach that builds upon the generic tools and training developed in previous biennia. Assistance to both trade unions and employers' organizations will give special attention to sectors most vulnerable to forced labour including agriculture/food-processing, seafarers and fisheries, construction, tourism/hospitality, garments and textiles, and domestic service. Collaboration will be strengthened with Global Union Federations in the respective sectors. Public-private partnerships with businesses and employers' organizations in at-risk sectors will aim to explore ways of ensuring compliance and preventing the occurrence of forced labour in supply chains. For governments, sector-specific guidance for labour inspection will be developed, including through an e-learning tool. These new approaches will be tested with constituents in collaboration with the Turin Centre, including through field-based training programmes, targeting especially Africa and Asia.

#### *Knowledge development and sharing*

##### **Outcome 4 – Social security**

The online social security database will be expanded to include 20 additional countries and information on the countries already in the database will be enhanced. The *World Social Security Report* (third edition) will be issued. As in previous editions, it will document coverage gaps and analyse as a special topic policies expanding social security coverage to non-covered groups, in particular migrant workers and households in the informal economy. It will analyse the impact of expanded social security coverage on poverty and gender equality. This will feed cross-Office work on employment recovery with quality jobs through the monitoring of social security coverage. The report and analyses will be presented and discussed in various tripartite meetings globally and in the regions, some organized with partner institutions.

##### **Outcome 7 – Labour migration**

New data on temporary (including seasonal) labour migration schemes will be collected through interviews with migrant workers, their employers and labour administration officials in at least two regions. Working conditions, social protection, skills development and use of remittances will be covered. The information will be compiled and issued, including in the form of short policy briefs. Analysis will feed into the cross-Office research on employment recovery with quality jobs and achieving income-led growth and rights at work. An expert group, with interested agencies, will be convened on statistical standards to be applied to labour migration, building on current discussions around the "migration profiles" proposed by the European Commission.

#### *Gender equality and non-discrimination*

##### **Outcome 11 – Labour administration and labour law**

Labour administration and inspection systems, as well as courts, will be strengthened to better apply national laws on gender equality. In particular, labour ministries will receive assistance on mechanisms for the collection and analysis of sex-disaggregated data to help them design policies and deliver services that respond to the needs of working women and men. Building on work begun in 2010–11, training for labour inspectors will be carried out to mainstream gender equality into their functions and thereby promote the principles of the gender equality Conventions. The Office will continue to provide labour law advisory services with a view to ensuring that labour laws do not have an adverse or discriminatory effect on women and men.

## ***Experience and lessons learned***

### **Outcome 5 – Working conditions**

The Office's assistance on wage policies, maternity protection and working time has proven to be more effective when based on an integrated approach bringing together knowledge, policy advice and the hands-on tools for constituents, alongside ongoing tripartite dialogue. Technical assistance combining this approach with a sectoral focus on Africa has demonstrated the feasibility of measures to improve job quality in developing countries. Building on work started in 2010–11, the Office will continue to consolidate and expand its network of wage experts among constituents within and across regions, as a cost-effective means of enhancing national ownership and institutional capacity including through South–South cooperation, while improving its operational capacity. A major focus will be on upgrading the knowledge base of country-specific data and analysis, along with specific capacity-building services to constituents.

### **Outcome 7 – Labour migration**

The report on ILO programme implementation 2008–09 and an independent evaluation in 2008 drew the following main lessons for ILO work:

- Building and disseminating a global knowledge base on labour migration is essential to credibly guide and support policy advice and services to constituents.
- Coordination and coherence across the Office have not been commensurate with the cross-cutting nature of labour migration.
- Coordination with other organizations in the field of migration needs to be more deliberate and effective.

The strategy in 2012–13 will have a three-fold emphasis: (1) upgrading the knowledge base; (2) strengthening services to members, in particular, through products that cut across relevant outcome areas and the Office's administrative boundaries; and (3) improving coordination and collaboration with major external agents.

### **Outcome 17 – Discrimination at work**

The experience of past biennia has confirmed the continuing challenges facing ILO constituents in addressing discrimination in employment and occupation, including the persistence of “traditional” forms of discrimination and the emergence of “new” forms, the strength of stereotypes, the lack of a common understanding of key concepts, the absence of a coherent national equality policy, and the difficulty in measuring discrimination. The global financial and economic crisis has brought with it widening inequality, and increased marginalization of vulnerable groups. The strategy to move forward the objective of this outcome in 2012–13 will focus in particular on the following aspects: (1) expanding data collection of recent trends in discrimination at work, together with the analysis of good practice in policies to address it; and (2) strengthening constituents' capacity to comprehend discrimination in all its dimensions and to participate effectively in national policy-making.