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ILO programme implementation 2010–11

Purpose of the document

The document is submitted for debate and guidance.

Relevant strategic objective: All four strategic objectives.

Policy implications: See “Follow-up action required” below.

Legal implications: None.

Financial implications: None.

Follow-up action required: The Governing Body will provide guidance to the Office on the implementation of the ILO programme for 2012–13 and the preparation of the Programme and Budget proposals for 2014–15.

Author unit: Coordinated and prepared by the Bureau of Programming and Management (PROGRAM).

Related documents: GB.313/PFA/1(Add.), Programme and Budget for the biennium 2010–11, Strategic Policy Framework 2010–15.

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Abbreviations

ASEAN	Association of Southeast Asian Nations
CEB	United Nations System Chief Executives Board for Coordination
DOLE	Department of Labor and Employment (Philippines)
DWTs	Decent Work Technical Support Teams
ECOSOC	UN Economic and Social Council
EFSI	Employers' Federation of Southern India
EPZ	export processing zone
EVAL	Evaluation Unit
FAO	Food and Agriculture Organization
HRD	Human Resources Development Department
IAO	Office of Internal Audit and Oversight
ILC	International Labour Conference
IMF	International Monetary Fund
IOM	International Organization for Migration
IPSAS	International Public Sector Accounting Standards
IRIS	Integrated Resource Information System
IT	information technology
ITCOM	Information Technology and Communications Bureau
ITUC	International Trade Union Confederation
JUR	Office of the Legal Adviser
KAB	Know About Business
MDG	Millennium Development Goal
MEI	microfinance institution
MHRSS	Ministry of Human Resources and Social Security (China)
MNE	multinational enterprise
NGO	non-governmental organization
OCCI	Oman Chamber of Commerce and Industry

OSH	occupational safety and health
OECD	Organisation for Economic Co-operation and Development
PCs	personal computers
PGA	Participatory Gender Audit
PMF	Performance Management Framework
RAPS	Recruitment and Placement System
RBSA	Regular Budget Supplementary Account
SAP-FL	Special Action Programme to Combat Forced Labour
SIMAPRO	System for the Measurement and Improvement of Productivity
SIYB	Start and Improve Your Business
SCORE	Sustaining Competitive and Responsible Enterprises
SME	small and medium-sized enterprise
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WISE	Work Improvement in Small Enterprises
WHO	World Health Organization

Executive overview

Introduction

1. The ILO works with governments and employers' and workers' organizations in 183 member States to promote productive employment and sustainable enterprises, social protection, international labour standards and rights at work and social dialogue. ILO services combine analysis and policy advice, capacity building and feasibility projects testing new ways of dealing with employment and labour-related issues.
2. This report depicts the Office's performance in achieving the results expected for 2010–11. It is composed of three sections, beginning with an executive overview which summarizes the main results achieved and draws out the lessons arising from two years of intensive work.
3. This is followed by a detailed assessment of the results achieved for each of the 19 outcomes of the ILO results framework and of the governance, support and management functions.
4. The report is complemented by a more detailed account of all results achieved for each of the indicators linked to the 19 outcomes, as well as of those linked to governance, support and management. This account is available at: www.ilo.org/program/ir/2010–11.htm.
5. Preliminary information on expenditure by source of funds and by outcome will be available at the Governing Body session.¹ The report submitted to the International Labour Conference will include financial information based on audited accounts.
6. The years 2010 and 2011 have been difficult ones for the world of work. The global crisis has set countries back economically and socially. At the same time, the crisis has brought to the forefront the imperative need to better balance economic growth and social progress. The widely held aspiration for decent work that respects human dignity has been highly evident and has become an active policy concern in all regions. This has opened up new spaces for the ILO's Decent Work Agenda in countries, regions and globally.

1. What the ILO set out to achieve?

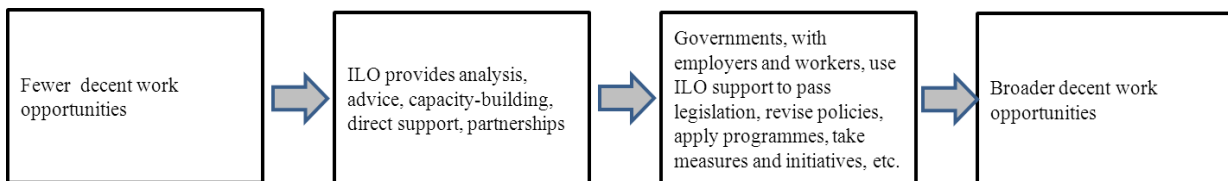
7. In 2010 and 2011, the ILO provided services to governments, employers and workers in all member States to promote policies for decent work. ILO services span four strategic objectives and 19 outcomes, which form the results architecture of the Strategic Policy Framework for the 2010–15 period. Each of the 19 outcomes comes with one or several indicators, specifications of how these are to be measured (how a result is reported), a target for the biennium and a baseline (often based on either the 2008–09 or 2010–11 performance).
8. Any discussion of results (outcomes) should be positioned within a logical framework. In this framework one or a series of actions (in this case by the International Labour Office) is assessed relative to an initial situation and the types of actions taken by other actors (ILO constituents) in countries. These are actions that then lead to a succession of results that

¹ GB.313/PFA/1(Add.).

gradually pave the way to longer term impact. For instance, putting an end to child labour or extending social protection to all is a longer term impact, not an ILO result.

9. A direct result of ILO action is stronger capacity among constituents, enabling them to put in place the types of actions – be it legislation, policies, programmes and other measures – that gradually produce longer term impact in a country. ILO results are about changes that build on ILO values and embed its agenda into the actions of development partners.

10. The following sequence is typically observed:



11. The information in this report details the level of results achieved against the targets set for 2010–11, as part of the Office’s responsibility to report on its performance each biennium. This report does not address the longer term impacts produced by ILO interventions, which are better assessed through in-depth evaluations that have dedicated resources and cover a longer time frame.

2. Results achieved

Real global progress, but slow

12. During 2010–11, decent work as a global goal moved from widespread acceptance as a policy goal to consideration of the feasibility and design of specific policies. The global crisis has sharpened countries’ resolve to engage in more balanced economic and social policies. The ILO has provided the guidance, expertise and capacity building to help countries move in this direction. There is encouraging evidence of progress in many areas. Policy development and capacities to apply decent work are expanding, yielding real benefits for working women and men.

13. Sixteen selected stories of the ILO in action can be found in the last section of this executive summary. These stories illustrate that tangible change and broader decent work opportunities are real options.

14. On a global scale, progress in decent work for working women and men has been far too slow, relative to what is possible.

Overview of results by outcomes

15. The following section presents, in a highly summarized and aggregated form, selected examples of the direct results achieved with ILO support and the main ILO outputs across the 19 outcomes of the ILO results framework. A more detailed account is provided in the subsequent chapters of this report.

Outcome 1: More women and men have access to productive employment, decent work and income opportunities

200 million unemployed in 2011; 1.52 billion workers in vulnerable employment; 912 million workers (30 per cent of the world total) living with their families on less than US\$2 per day.

Direct results:

Policy reforms or other measures to improve people's access to productive employment, decent work and income opportunities introduced in 29 countries, including:

- employment policy (ten countries)
- recovery from natural disaster or conflict (eight countries)
- employment-intensive investment (six countries)
- formalization of informal activities (five countries)
- labour market information and analysis (four countries)
- social finance (one country)

ILO outputs:

- *Global Employment Trends* (2010 and 2011)
- *Key indicators of the labour market, seventh edition* (2011)
- *Towards decent work in sub-Saharan Africa: Monitoring MDG employment indicators* (2011)
- *Statistical update on employment in the informal economy* (2011)
- Conceptual methodology on pro-employment macroeconomic frameworks developed and piloted in 12 countries
- Employment – Impact Assessment methodology of infrastructure investment developed and applied in five countries
- Global Jobs Pact follow-up undertaken in nine countries
- Advisory services on employment-intensive investment provided to 46 countries and 800 labour-based practitioners from 50 countries trained through international knowledge sharing events
- Training delivered to 1,107 participants through the Turin Centre

Outcome 2: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth

42 million additional women and men will join the world's economically active population every year between 2010 and 2020; 15 per cent of the world's population lives with some form of disability; 75 million youth were unemployed in 2011.

Direct results:

- Skills development policies and institutional reforms in 14 countries, including targeting rural communities and people with disabilities
- Reformed or new employment services leading to improved delivery in seven countries
- Policies and programmes for youth employment in 14 countries

ILO outputs:

- *A skilled workforce for strong, sustainable and balanced growth. A G20 training strategy*, delivered to the G20 Toronto Summit (2010)
- *Skills for green jobs: A global view* (2011)

- *Global employment trends for youth* (2010)
- Global Business and Disability Network established as a global knowledge-sharing group linking 41 multinational enterprises, 17 employers' organizations and networks of people with disabilities
- Advisory services on youth employment provided to 45 countries
- Training delivered to 1,522 participants through the Turin Centre

Outcome 3: Sustainable enterprises create productive and decent jobs

Two-thirds of total employment is in small and medium-sized enterprises; cooperatives have 1 billion members worldwide and account for 100 million jobs.

Direct results:

- Reformed business environment policy and regulatory frameworks in seven countries
- New policies and programmes for entrepreneurship education, training and business development in 24 countries
- Socially-responsible enterprise-level practices in three countries
- Policies in line with the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) in one country
- The communication *A Renewed EU Strategy 2011–14 for Corporate Social Responsibility* invites all European-based multinational enterprises to make a commitment to respect the MNE Declaration by 2014
- The OECD fully aligns the Employment and Industrial Relations chapter of its revised *Guidelines for Multinational Enterprises* with the MNE Declaration

ILO outputs:

- Methodology for assessing the enabling environment for sustainable enterprises developed and applied in seven countries
- 500,000 new students took the Know about Business course as part of their education in 2010–11 (taking the total to over 1 million)
- 60,000 women entrepreneurs reached by Women's Entrepreneurship Development, leading to an increase in sales and profits
- 10,500 young women and men reached by the Youth Entrepreneurship Facility for East Africa, of which 1,700 completed business plans and 229 trainers are now able to provide business development services to youth
- 400 users received technical advice on the MNE Declaration through the Helpdesk for Business and 250 company representatives attended webinars sponsored by the Helpdesk
- Training delivered to 4,983 participants through the Turin Centre

**Outcome 4: More people have access to better managed
and more gender equitable social security benefits**

80 per cent of the world's working-age population do not have access to social protection; only one third of countries worldwide have comprehensive social protection systems covering all branches, as defined by the Social Security (Minimum Standards) Convention, 1952 (No. 102).

Direct results:

- Data on the coverage, expenditure and performance of national social security systems expanded in 20 countries
- Policies to extend social security coverage in ten countries
- Social security reforms in ten countries
- Social Protection Floor Advisory Group publishes a report on "Social Protection Floor for a Fair and Inclusive Globalization", and the G20 declares the need for a social protection floor

ILO outputs:

- *The World Social Security Report 2010–11* (2010)
- Global Social Security Inquiry database further developed with internationally comparable social security data for 80 countries and more than 2,000 schemes
- Advisory services on design, legislative, financial and actuarial aspects of social security systems provided to 50 countries for the extension and good management of social security
- 118 officials from tripartite constituents' institutions trained under an ILO training programme for social security governors and another 300 trained under executive courses on social security
- Training delivered to 1,215 participants through the Turin Centre

Outcome 5: Women and men have improved and more equitable working conditions

Between 5 and 25 per cent of employees are in low-pay situations; nine out of ten countries have a minimum wage policy; 22 per cent of the world's workforce (600 million workers) are working excessively long hours (more than 48 hours per week); there are between 52.6 and 100 million domestic workers worldwide, of whom 83 per cent are women.

Direct results:

- Policies or strategies to improve conditions of work, including for domestic workers in six countries
- Wage policy reforms in three countries
- International Labour Conference adopts the Domestic Workers Convention, 2011 (No. 189), and its accompanying Recommendation No. 201

ILO outputs:

- *Global Wage Report 2010–11* (2010)
- Database of conditions of work and employment laws further expanded, with information available for 150 countries and Global Wage database developed, with data available for 122 countries
- *Maternity protection resource package: From aspiration to reality for all* (2011)
- National wage specialists from 31 countries trained as a first step towards building a global network of wage specialists
- Training delivered to 264 participants through the Turin Centre

Outcome 6: Workers and enterprises benefit from improved safety and health conditions at work

Every year 2.34 million people die as a result of occupational accidents or work-related diseases, equivalent to 6,400 deaths per day.

Direct results:

- National occupational safety and health profiles, programmes or legislation to improve safety and health at work in eight countries
- New or revitalized tripartite OSH institutions or enhanced capacity of relevant government authorities and/or the social partners to deliver improved occupational safety and health services at national, sectoral or workplace levels in 13 countries
- Summit of Ministers of Labour prior to the XIX World Congress for Safety and Health at Work (2011) adopts the Istanbul Declaration on Safety and Health at Work to reinforce synergies between international commitments and national efforts

ILO outputs:

- *Revised list of occupational diseases (2010)*
- *Ergonomic checkpoints in agriculture (2011)*
- *Stress prevention at work checkpoints (2011)*
- Revised edition (2011) of the interactive training programme “Addressing psychosocial factors through health promotion in the workplace” (SOLVE), designed to integrate health promotion into OSH policies and action at the enterprise level
- Training delivered to 495 participants through the Turin Centre

Outcome 7: More migrant workers are protected and more migrant workers have access to productive employment and decent work

105 million cross-border migrant workers in 2011.

Direct results:

- Reformed legal, policy or institutional frameworks to protect migrant workers or promote productive employment and decent work in 14 countries
- European Parliament amendments to two EU directives ensure the application of the equality principle between migrant and national workers with respect to the payment of acquired pensions when moving to a third country

ILO outputs:

- *Mainstreaming migration into development planning: A handbook for policy-makers and practitioners (2010)*, with contributions from 16 agencies of the Global Migration Group
- Global e-platform on labour migration established in collaboration with the Turin Centre
- Cooperation agreements established between trade unions in ten countries of origin and destination to protect and assist migrant workers in respective countries
- Training delivered to 563 participants through the Turin Centre

Outcome 8: The world of work responds effectively to the HIV/AIDS epidemic

At the end of 2010, an estimated 34 million people were living with HIV worldwide; 1.8 million people died of AIDS-related causes in 2010.

Direct results:

- Tripartite HIV and AIDS workplace policies in 42 countries and territories
- HIV and AIDS programmes implemented by constituents in 16 countries
- US\$48 million leveraged by constituents for their HIV and AIDS activities; interregional and national institutions mobilized US\$33 million to finance HIV and AIDS workplace-related responses
- International Labour Conference adopts the HIV and AIDS Recommendation, 2010 (No. 200)
- 2011 UN General Assembly High-level Meeting on AIDS refers to Recommendation No. 200 as a key human rights instrument

ILO outputs:

- Joint WHO–ILO–UNAIDS *Policy guidelines on improving health workers' access to HIV and TB prevention, treatment, care and support* (2010)
- *Opportunity in crisis: Preventing HIV from early adolescence to young adulthood* (2011), with contributions from seven agencies from the UN and multilateral system
- Database of national laws and policies on HIV and AIDS covering 183 member States published on the ILO–AIDS public website
- “How to” guidance tool: *Guide to mainstreaming gender in workplace responses to HIV and AIDS* (2011)
- Global Inter-Agency Task Team on HIV and AIDS and the world of work established as a coordination mechanism for workplace and private sector issues
- Advisory services provided to 43 countries, including 21 in Africa
- Training delivered to 79 participants through the Turin Centre

Outcome 9: Employers have strong, independent and representative organizations

150 national employers' organizations from 143 countries active in the labour and social policy fields.

Direct results:

- Stronger employers' and business organizations in 56 countries, including through the development of new or improved membership services (33 countries) and heightened capacity to influence policy development in a way that is consistent with the priorities of their members (29 countries)

ILO outputs:

- *ILO survey of employers' organizations 2010* (2011)
- Academic research network established on the “business of representing business”
- New toolkit, *Enabling environment for sustainable enterprises*, and expanded training package, *Building effective employers' organizations*, produced and piloted
- Training delivered to 1,979 participants through the Turin Centre

Outcome 10: Workers have strong, independent and representative organizations

More than 200 million workers are represented by trade unions globally, fostering free and representative organizations and defending interests of working people worldwide.

Direct results:

- Stronger workers' organizations in 36 countries and territories, in particular through better planning and training
- Contribution of workers' organizations to advancing respect for fundamental workers' rights and international labour standards, through their participation in policy discussions at various levels, in 24 countries and one subregion

ILO outputs:

- New resource and training packages, including *Trade unions and Decent Work Country Programmes: A resource package* (2010); *From prohibition of discrimination to promoting equality* (2010); *The ILO MNEs Declaration: What's in it for workers?* (2011)
- Three international research teams established on: gender equity in trade union representation; the impact of international framework agreements on working conditions and labour rights; and the rights of domestic workers
- Over 100 graduates trained through master programmes on labour and globalization for trade unionists as part of South–South and triangular cooperation between Brazil, Germany, India and South Africa
- Training delivered to 3,262 participants through the Turin Centre

Outcome 11: Labour administrations apply up-to-date labour legislation and provide effective services

All ILO member States exercise public functions relative to labour legislation, labour relations and labour inspection; 78 per cent of the ILO's 183 member States have ratified the Labour Inspection Convention, 1947 (No. 81).

Direct results:

- Institutional reforms leading to improved delivery of labour administration services in 11 countries
- Upgrading of labour inspection services through modern training curriculum in 11 countries
- New, up-to-date legislation that provides improved legal protection to workers and appropriate regulation of the labour market in three countries

ILO outputs:

- Employment protection legislation database (EPLex) further developed, with information on legal reforms undertaken over the last three years available for some 100 countries
- New modular training package, *Building modern and effective labour inspection systems* (2010) for government officials, and two guides (one each for employers and workers) on *Labour inspection: What it is and what it does* (2010)
- 51 national labour inspection profiles prepared and 1,600 labour inspectors from 17 countries trained
- Training delivered to 565 participants through the Turin Centre

Outcome 12: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations

In approximately 60 per cent of member States, less than 20 per cent of wage earners are covered by collective bargaining agreements; access to effective dispute resolution services is scarce; 72 per cent of the ILO's 183 member States have ratified the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144).

Direct results:

- New or revitalized economic and social councils or similar institutions in 11 countries and territories
- New or reformed collective bargaining institutions and dispute resolution mechanisms in five countries

ILO outputs:

- Global database on trade union membership further developed, with data available for 61 countries, data on trade union density available for 77 countries and data on collective bargaining coverage available for 62 countries
- New guides *Promoting collective bargaining Convention No. 154 (2011)* and *Promote tripartite consultation: Ratify and apply Convention No. 144 (2011)*
- Training delivered to 669 participants through the Turin Centre

Outcome 13: A sector-specific approach to decent work is applied

34 per cent of world employment is in agriculture, 22 per cent in industry and 44 per cent in services; the ILO works in 22 economic sectors.

Direct results:

- Sectoral standards, codes of practice or guidelines implemented in 23 countries
- 20 countries ratified a total of 23 sectoral Conventions
- Measures to advance decent work in specific economic sectors in 18 countries

ILO outputs:

- Statistical information platform LABORSTA strengthened with quarterly and sector-specific real-time data for more than 60 countries
- 600,000 workers, of which nearly 85 per cent women, reached by the Better Work Programme, through improvements in compliance with international labour standards and working conditions in some 500 factories across four countries
- Training and skills development in container terminal operations delivered in more than 50 countries through the ILO Port Worker Development Programme
- Training delivered to 97 participants through the Turin Centre

Outcome 14: The right to freedom of association and collective bargaining is widely known and exercised
<i>50 per cent of the world's labour force lives in countries that have ratified the freedom of association and collective bargaining Conventions.</i>
<p>Direct results:</p> <ul style="list-style-type: none"> ■ Measures to improve application of rights on freedom of association and collective bargaining in eight countries ■ Freedom of association and collective bargaining introduced in export processing zones in four countries <p>ILO outputs:</p> <ul style="list-style-type: none"> ■ <i>Freedom of association and development</i> (2011) ■ 389 reports examined by the Freedom of Association Committee ■ Advisory services provided through eight high-level missions of enquiry, leading in many instances to changes in law and/or policy for better implementation of freedom of association principles ■ Training delivered to 108 participants through the Turin Centre

Outcome 15: Forced labour is eliminated
<i>12 million people are in forced labour and 2.4 million are victims of human trafficking.</i>
<p>Direct results:</p> <ul style="list-style-type: none"> ■ Measures, including new laws or policies, to eliminate forced labour in eight countries ■ UN General Assembly adopts Global Plan of Action to Combat Trafficking ■ Arab Initiative to Build Capacities against Trafficking ■ African Union Commission Initiative against Trafficking Campaign <p>ILO outputs:</p> <ul style="list-style-type: none"> ■ New approaches and methodologies to reduce vulnerability to bondage tested in Tamil Nadu and are being replicated in other states in India ■ Methodological guidelines on how to estimate forced labour of adults and children developed and applied through surveys in ten countries ■ Partnership with the International Trade Union Confederation, leading to the establishment of a network of 130 forced labour focal points and advocacy campaign reaching at least 8,500 people ■ Over 2,000 government, workers' and employers' representatives trained on international standards and identification of forced labour cases

Outcome 16: Child labour is eliminated, with priority given to the worst forms

215 million children are in child labour; of these, more than half (115 million) are in hazardous work.

Direct results:

- Policies, programmes and action plans to eliminate child labour in 52 countries and territories
- New or amended legislation or reinforced knowledge base on child labour in 70 countries and territories
- 2010 Global Child Labour Conference adopts the Roadmap for Achieving the Elimination of the Worst Forms of Child Labour
- The Presidents of MERCOSUR member States adopt the MERCOSUR Plan against Child labour
- The Ministers of Labour and Social Affairs of the Community of Portuguese-speaking Countries adopt the resolution on the prevention and elimination of child labour

ILO outputs:

- *Accelerating action against child labour (2010)*
- New methodologies to measure the incidence of child labour developed and applied in 37 countries
- Advisory services provided to 103 countries, including 29,800 people trained in the Asia-Pacific region
- Training delivered to 846 participants through the Turin Centre

Outcome 17: Discrimination in employment and occupation is eliminated

62 per cent of the world's poor are women; women's wages are on average 77.1 per cent of men's; women's labour force participation is 70 per cent of men's.

Direct results:

- Measures, including new laws, policies or national bodies established or strengthened to eliminate discrimination at work in nine countries and territories
- Progress in the application of Conventions Nos 100 and 111 in law and in practice in 53 countries
- Decent work and gender equality included in:
 - Outcome document of the General Assembly High-level Plenary meeting on the MDGs
 - Conclusions of the 55th Session of the UN Commission on the Status of Women
 - UN Secretary-General's reports on gender equality to ECOSOC

ILO outputs:

- *Equality at work: The continuing challenge (2011)*
- *ILO participatory gender audit: Relevance and use for the United Nations and its agencies (2011)*
- *Guide on Gender mainstreaming in local economic development strategies (2011)*
- Advisory services on gender equality and sex-based discrimination, equal remuneration pay for work of equal value, discrimination against migrant workers and workers with HIV and AIDS, and discrimination based on racial discrimination or political opinion provided to 17 countries
- Participatory gender audits conducted in five international or national institutions and in two ILO administrative units; a total of 310 facilitators trained in five ILO constituent bodies and four UN entities
- Memorandum of Understanding signed with UN Women
- Training delivered to 1,480 participants through the Turin Centre

Outcome 18: International labour standards are ratified and applied

7,814 total ratifications of ILO Conventions and Protocols by end 2011, of which 115 ratifications in 55 countries in the biennium; ratification of fundamental Conventions has reached 90.7 per cent of the ILO's 183 member States.

Direct results:

- Verifiable progress in the application of international labour standards in 67 countries and territories
- Ratification of the 12 fundamental and governance Conventions, and/or ratification of other up-to-date Conventions or Protocols by countries that have already ratified the 12 Conventions, achieved in 15 countries
- Standards-related priorities or normative components included in UNDAFs or similar development frameworks in ten countries and in Decent Work Country Programmes in 23 countries

ILO outputs:

- New information system NORMLEX launched, bringing together information on international labour standards, national labour and social security laws
- 3,700 reports examined by the Committee of Experts on the Application of Conventions and Recommendations, out of which 800 cases of progress were identified
- Legislative assistance and a comprehensive training programme in support of legislative gap analysis related to the Maritime Labour Convention, 2006 (MLC, 2006), provided to more than 50 countries
- Training delivered to 1,207 participants through the Turin Centre

Outcome 19: Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

"We stress the need to create full and productive employment and decent work for all and further resolve to promote the Global Jobs Pact as a general framework within which each country can formulate policy packages specific to its situation and national priorities in order to promote a job intensive recovery and sustainable development." (United Nations General Assembly, 17 September 2010).

Direct results:

- The goal of decent work is central to policy-making in 12 countries
- Decent work mainstreamed into policies or programmes of five multilateral institutions
- Primary data collection on decent work statistics enhanced in over 30 countries
- 2010 MDG Summit outcome document and several ECOSOC resolutions refer to the Global Jobs Pact as a relevant framework for recovery
- G20 Employment and Labour Ministers and Cannes Leaders' Summit adopt recommendations on employment, social protection, social dialogue and international labour standards

ILO outputs:

- Database on short-term indicators of the labour market established, including several economic sectors and covering 102 countries and territories
- Advisory services provided leading to the development of Decent Work Indicators for 14 countries; seven Decent Work Country Profiles produced
- Dedicated website on the Global Jobs Pact established, with news alerts widely disseminated
- 350 UN officials and ILO constituents trained using the CEB *Toolkit for mainstreaming employment and decent work*

- Active policy dialogue engaged with key multilateral institutions, including 2010 ILO–IMF Conference on growth, employment and social cohesion
- Technical support provided to G20 Employment and Labour Ministers, including production of policy and statistical briefs
- Training delivered to 780 participants through the Turin Centre

3. Biennium results: What has gone well?

A results-based management discipline

16. The ILO results framework has effectively shaped the delivery of the ILO programme. It has proved effective in focusing ILO work and aligning it towards the achievement of results. In each of the 19 outcomes the ILO has shown discipline in planning, implementing and monitoring interventions. This has led to a more strategic concentration of the Office’s available resources on defined priorities and has boosted collaborative working methods across the administrative structure.

Available resources used in support of the 19 outcomes

17. The ILO has mobilized and committed resources under all sources of funding to achieve significant results under each of the 19 outcomes. Needs identified by constituents in countries, regions and globally have been mapped in greater detail and through more consultations. Available expertise and financial resources have been aligned with expected results, leading to a more efficient use of all resources. Several donors have shifted their extra-budgetary technical cooperation support from project-based funding to the 19 outcomes. Others have provided significant un-earmarked resources through the Regular Budget Supplementary Account (RBSA). The greater flexibility of RBSA resources has proven to be a decisive factor in improving the funding of prioritized results in countries.

Demonstrable and measurable results achieved across 19 outcomes

18. Results have been achieved for all indicators across the 19 outcomes (table 1). Results reflect a broad balance across strategic objectives and regions, taking into account countries’ different economic, political and social contexts. Governments, employers and workers have used ILO-provided services to put in place measures to expand decent work opportunities. These measures have directly benefited the target population, namely working women and men.

Table 1. Summary of results by indicator and by region

P&B outcome	P&B indicator	2010–11 targets	2010–11 results	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
Strategic objective: Create greater opportunities for women and men to secure decent employment and income								
1. Employment promotion	1.1	8	10	4	0	2	3	1
	1.2	9	1	0	0	0	1	0
	1.3	5	4	3	0	0	1	0
	1.4	7	8	3	1	2	2	0
	1.5	5	6	3	1	0	2	0
	1.6	6	5	5	1	2	0	1
2. Skills development	2.1	8	7	2	2	2	1	0
	2.2	8	5	3	0	0	2	0
	2.3	7	2	1	0	0	0	1
	2.4	5	7	2	2	1	2	0
	2.5	15	14	4	4	0	3	3
3. Sustainable enterprises	3.1	5	6	3	0	2	1	0
	3.2	10	23	10	7	4	1	1
	3.3	5	3	0	1	0	2	0
	3.4	5	1	1	0	0	0	0
Strategic objective: Enhance the coverage and effectiveness of social protection for all								
4. Social security	4.1	20	20	5	4	3	2	6
	4.2	3	10	3	2	0	5	0
	4.3	8	10	1	6	1	1	1
5. Working conditions	5.1	5	6	1	4	1	0	0
	5.2	3	3	0	0	0	3	0
6. Occupational safety and health	6.1	10	8	1	0	0	4	3
	6.2	10	13	4	2	0	2	5
7. Labour migration	7.1	5	9	1	1	1	2	4
	7.2	5	5	1	3	0	1	0
8. HIV/AIDS	8.1	50	42	22	11	0	4	5
	8.2	10	16	7	2	0	6	1
Strategic objective: Strengthen tripartism and social dialogue								
9. Employers' organizations	9.1	10	15	5	5	0	5	0
	9.2	15	33	5	12	0	11	5
	9.3	15	29	7	10	2	9	1
10. Workers' organizations	10.1	30	36	10	14	4	6	2
	10.2	20	25	7	9	1	6	2

P&B outcome	P&B indicator	2010–11 targets	2010–11 results	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
11. Labour administration and labour law	11.1	10	11	6	2	1	1	1
	11.2	8	11	1	3	3	2	2
	11.3	5	3	0	1	0	0	2
12. Social dialogue and industrial relations	12.1	10	11	2	3	1	2	3
	12.2	10	5	1	0	0	2	2
13. Decent work in economic sectors	13.1	15	23	4	4	0	4	11
	13.2	10	18	5	3	1	6	3
Strategic objective: Promote and realize standards and fundamental principles and rights at work								
14. Freedom of association and collective bargaining	14.1	10	8	4	2	1	1	0
	14.2	2	4	0	1	0	3	0
15. Forced labour	15.1	10	8	1	1	1	2	3
16. Child labour	16.1	45	52	17	15	2	11	7
	16.2	50	70	22	18	2	14	14
17. Discrimination at work	17.1	5	9	1	3	2	1	2
18. International labour standards	18.1	55	67	13	16	4	16	18
	18.2	5	10	1	1	2	4	2
	18.3	5	15	0	2	0	1	12
	18.4	15	23	12	3	1	4	3
Policy coherence								
19. Mainstreaming decent work	19.1	15	12	2	5	1	4	0
	19.2	5	5					

Evidence of mutual support across outcomes

19. This report provides evidence of mutual support across the 19 outcomes and the four strategic objectives of the ILO. The means of action mobilized by the ILO call for social dialogue among constituents, are guided by international labour standards and often interact with employment and social protection in several ways. This is in line with the ILO Declaration on Social Justice for a Fair Globalization, which refers to the “inseparable, interrelated and mutually supportive” nature of the ILO strategic objectives. Evidence of mutual support between outcomes is specifically highlighted under each of the outcomes in this report.

Working with constituents through ILO Decent Work Country Programmes

20. By the end of 2011, ILO assistance in 61 countries is being channelled through active Decent Work Country Programmes prepared and implemented with extensive constituent

information and participation, with a further 76 country programmes under development. Enhanced capacity development efforts have resulted in greater constituent involvement in the design and monitoring and evaluation of programmes, for example through their participation in related steering committees. In several countries, these committees are increasingly assuming oversight responsibility for the implementation of ILO-supported activities, which in turn contributes to enhanced ownership and sustainability of results. In other countries, ILO services are routinely consulted and discussed with constituents. Although not directly measured, ILO constituents in countries are better informed than they were previously about the ILO programme of work taking place in their countries. Evaluation findings point to a significant correlation between realistic project objectives and constituent involvement during the formulation process.

Strong partnerships in countries and globally

21. The ILO has invested heavily in strengthening partnerships with United Nations funds, programmes and agencies, Bretton Woods institutions, regional development banks, and economic commissions and institutions, and is working with these partner institutions in countries. Global cooperation opens the way for collaborative work in countries and this country-level work strengthens global cooperation. South–South and triangular cooperation advanced tangibly during 2010–11. For example, Brazil, the United States and the ILO are cooperating to eliminate child labour in Haiti. Public–private partnerships have also continued to develop into an important means of supporting ILO work. This has proven an effective way to leverage ILO resources and policy objectives.

Effective contributions to common UN programmes

22. ILO contributions to UNDAFs are gaining momentum. The UNDAF Programming Network reports that all 13 UNDAFs developed in 2010 mainstream some or all the pillars of decent work, with emphasis on employment and social protection. The ILO has also successfully participated in the implementation of One UN programmes, such as in Africa, where it was effective in leveraging resources to enhance the delivery of Decent Work Country Programme outcomes. In the Arab States region, ILO technical inputs to all the Common Country Assessments/UNDAFs prepared during the biennium have made a distinct contribution to the quality support and assurance function of the regional United Nations Development Group.

Close collaboration with the International Training Centre in Turin (Turin Centre)

23. The alignment of the Turin Centre’s training programme with ILO strategies and operations has been intensified. The Centre has been fully involved in the planning and review underpinning the 19 outcomes and in regional quality assurance groups established for Decent Work Country Programmes. This has led to more accurate identification of training needs and priorities, which were taken into account in the design of tailor-made activities in the regions and the award of fellowships for participation in relevant standard courses. A total of 25,694 participants attended the Centre’s training activities in the biennium, including 16,023 ILO constituents. Ex-post surveys conducted among participants since 2011 show that for the majority of them the training provided by the ILO through the Centre has made a positive contribution to their individual and institutional performance. The Centre has expanded courses for ILO staff development, particularly on cross-cutting themes of tripartism, gender and international labour standards. This also comprises jointly planned activities with the Human Resources Department, the facilitation of staff meetings and knowledge-sharing workshops for ILO departments and offices, as

well as wider participation of ILO officials in standard courses and in the masters programmes offered by the Turin School of Development.

A strengthened evaluation practice generates useful lessons

24. Results attributed to ILO interventions gain credibility when achievements and lessons learned are validated through the findings of independent evaluation reports. This report draws extensively on evaluation reports and on other lessons and experience gained during the biennium. In addition, two meta studies were completed during 2011 to synthesize results and lessons learned from the various centralized and decentralized programmes, projects and thematic evaluations, to facilitate the evaluative component of the report.

4. Lessons learned and the way forward

Feasibility of decent work policies

25. With continued widespread political support for decent work, attention is turning to the feasibility of policies for decent work. There is strong demand for detailed comparative analysis of the benefits and costs of specific policies, as well as for direct technical support in the areas of productive employment, sustainable enterprises, social protection measures including social protection floors, international labour standards and social dialogue. At the same time, this challenges the Office to develop its advisory services and technical cooperation based on detailed and up-to-date analysis, data and information on international examples of best practice on policies for a decent world of work. Major advances were recorded in 2010–11, with a series of high-profile global, regional and country reports. This must be further developed and intensified.

Measuring and assessing results

26. Measuring results is as much about measuring as it is about results. Indicators across the 19 outcomes are quantitative in nature. The standard measure, “number of member States in which decent work policies, with ILO support, have been introduced ...”, tells little about the quality of ILO support. Qualitative criteria accompanying each indicator, which have been introduced for the first time in 2010–11, partly address this. At the same time, the variance across measurement criteria is generating useful lessons. All criteria presently used are not of equal value. Some measurement criteria need revision; the qualitative dimensions of results are not systematically captured. Some criteria are overly ambitious: for instance, the ILO cannot take responsibility for passing legislation. Others are under-ambitious: a passing reference to an ILO document is not a sufficient proof of effective ILO support. Measurement criteria that better reflect the quality, cost and scale of interventions are needed to better assess the effectiveness of ILO action. This would also clarify the attribution of results directly flowing from ILO support. Capturing this sort of information can be challenging, and can be more costly.

Cost-effective results

27. Managing for results means achieving results in a cost-effective way. Optimizing use of resources, alongside the required management flexibility and accountability, should feature prominently among the criteria to assess overall performance. A number of measures have been taken in this regard, including strengthened oversight and evaluation, improved effectiveness in staffing of vacancies and management of human resources, extensive

training of managers and staff, investment in high-quality information technology (IT) services, the roll-out of Integrated Resource Information System (IRIS) to regional offices, and the Expenditure Review Committee established in 2011. These measures are filtering down into routine management decisions. More direct measures to achieve cost-effective results should be explored. Co-financing of ILO work by national governments, tripartite constituents or multilateral institutions is a key test of sustainability and close fit with national policy priorities.

Size of ILO programmes and economies of scale

28. The demand for ILO services is strong across the 19 outcomes; the ILO responds with both large and small programmes, depending on funding availability. Both large and small programmes have their place. However, in both cases, economies of scale could be achieved. This can take the form of compiling lessons learned and evidence on successful policies and programmes, and disseminating up-to-date information on effective measures to address the policy challenges underpinning each of the 19 outcomes. This would go some way towards meeting the demand that the ILO may not be able to meet through tailor-made services.

Governance of ILO results

29. Achieving strong results is a fundamental objective. But it is at least as important to draw lessons from those achievements to shape future programme and budget decisions. This is as much a responsibility of the Office as of the Governing Body. This implementation report points to a number of areas where significant lessons can be applied to future programming. It is clear that the likelihood of achieving sustainable results is enhanced through strong ownership by constituents. Such ownership is observed when ILO services are directly guided by recent decisions of ILO governing organs and adapted to the socio-economic context of each country. Monitoring and evaluation, when used systematically, enhances the quality of results reporting. Such reporting information is essential to the Governing Body's oversight role, provides evidence to partners and donors to support their financial contributions to the ILO and enables management to track and improve programme performance.

5. The ILO in action: Examples from the biennium

Public employment programmes in South Africa

Problem addressed

30. With joblessness at over 25 per cent, South Africa is faced with a huge jobs and poverty challenge.

Government policy

31. The Government introduced the labour-intensive Expanded Public Works Programme (EPWP) in 2004 to provide income relief through temporary work and contribute towards poverty alleviation. The EPWP is a nationwide programme of public investment at the municipal level – mostly in infrastructure – to create employment opportunities and to develop marketable skills and entrepreneurship capacities among marginalized sections of society. The Government's New Growth Path (December 2010) sets job creation as the priority and aims to reduce unemployment by 10 per cent by 2020. Infrastructure is one of six priority areas for job creation.

Results achieved

- 32.** The EPWP created more than 1.6 million job opportunities from 2005 to 2009, 60 per cent more than its target of 1 million jobs. Some 250 entrepreneurs and 15,000 managers, technicians and artisans received training during this phase. In 2010–11, the EPWP created some 200,000 jobs, with half going to young people and 60 per cent to women. People with disabilities are specifically targeted, with the programme aiming to have 2 per cent of all jobs created go to this group. In its second phase, the EPWP’s target is to generate 4.5 million job opportunities. This is equivalent to creating 2 million full-time jobs over a five-year period, including about 1 million jobs for young people. By April of 2011, a related Community Works Programme had created close to 100,000 work opportunities across all nine provinces. This programme will now be scaled up to 1 million jobs by 2013–14. Both of these programmes are fully funded from the national budget.

ILO action

- 33.** The ILO’s work on employment-intensive infrastructure investment in South Africa dates back to the mid-1990s. Since that time, the ILO has been providing technical support for the design and implementation of the EPWP at national and provincial levels. The programme has built on ILO-assisted programmes, such as the *Gundo Lashu* (Our Victory) programme in Limpopo Province. Initially co-financed by the United Kingdom’s Department of International Development, the programme was implemented in 2001 in partnership with the Limpopo Roads Agency.
- 34.** The ILO’s technical support is focusing on increasing the intensity of labour used in the delivery and maintenance of government projects. Two major areas are being supported:
- (i) implementation of employment-intensive strategies with all collaborating groups (national/provincial/local government staff, private sector contractors and consultants, trainers, mentors, workers, etc.) including a tripartite “Code of good practice” incorporating decent work; and
 - (ii) capacity building with the private sector (contractors and consultants) through training institutions and training providers to effectively implement projects; and with government agencies in project identification, project management and sectoral coordination to increase the employment content and sustainability of programmes.
- 35.** The ILO is working closely with the Government to develop an employment impact assessment tool for different departments, to help them better understand the impact of investments and public policies on employment. This tool will help monitor and formulate public policies and programmes to enhance job creation within the New Growth Path.

Partnerships

- 36.** The ILO is working closely with the National Department for Public Works, the National Economic and Development Council, the Economic Development Department and the Presidency.

Productive employment for youth in Nepal

Problem addressed

- 37.** The extended period of conflict in Nepal has had a critical impact on the nation’s economic development. Due to the local economy’s limited capacity to provide productive employment opportunities for the growing labour force, unemployment and

underemployment rates are very high, in particular among young people and/or unskilled workers.

Government policy

- 38.** The Government of Nepal's Three-Year Interim Plan 2007–10, recently extended for a further two years, stresses the need for an inclusive development process aimed at achieving employment-oriented, pro-poor and broad-based economic growth, with a special emphasis on agriculture and the inclusion of vulnerable groups, including women, youth and minorities.

Results achieved

- 39.** The ILO–FAO Jobs for Peace Programme supported the engagement of 12,500 young people in productive employment and empowerment-related activities in two conflict-affected districts (Rautahat and Parsa). The programme's component on access to finance contributed to developing innovative financial products adapted to the needs of young people and to enhancing their financial capabilities. Specifically, six microfinance institutions (MFIs) – three microfinance banks and three savings and credit cooperatives – designed and pilot tested products, including voluntary savings, maternity savings, group savings and loan, mobile financial services, and youth savings. The partner MFIs trained 1,258 young women and 267 men on financial education and designed a strategy to help them mainstream financial education into their operations. As a result, by the end of the project in May 2011, 1,288 young people had started to save or had increased their savings for future investment in their business. In addition, 233 young people took out a loan to start or strengthen their business. The final programme evaluation underlined the positive impact of these activities, which combined with other components of the programme to contribute to creating jobs and generating income for 12,500 young people.

ILO action

- 40.** The ILO has worked closely with six selected MFIs to enhance youth access to finance. To enable the MFIs to learn from other experiences, the ILO facilitated an exchange visit to BASIS (India) and also provided the MFIs with training on “Making Microfinance Work: Managing Product Diversification”, in partnership with the Turin Centre. The ILO developed a training package on financial education for young people and delivered a training of trainers for 20 representatives of the partner MFIs. To ease youth access to finance, the ILO also facilitated financial linkages between skills and business development service providers and MFIs.

Partnerships

- 41.** These achievements have been supported through the ILO/FAO Jobs for Peace Programme, which is financed by the UN Peace Fund for Nepal (US\$2,656,000). The Jobs for Peace Programme is implemented by local NGOs/community-based organizations and specialist service providers with technical assistance from the ILO and the FAO.

Youth entrepreneurship in Peru

Problem addressed

- 42.** Despite steady economic growth between 2000 and 2010, two out of every three unemployed people in Peru are between 15 and 29 years old (according to 2010 data), four of every five young people who are employed work in precarious jobs and more than half

(56 per cent) of the youth population (8 million) would consider leaving the country if they had the chance.

Government policy

- 43.** A National Youth Employment Policy and the Youth Employment Action Plan (2009–12) identify priority actions to tackle youth unemployment and underemployment in areas spanning employment creation, entrepreneurship and employability. Implementation of the plan's priorities is overseen by a national tripartite committee that includes young representatives of employers' and workers' organizations.

Results achieved

- 44.** Out of a target population of 370,000 young people, more than 260,000 disadvantaged have so far benefited from the measures of the plan. Building on a national survey that showed that more than 75 per cent of micro-enterprises run by young people did not last more than one year, the Government has introduced the following institutional reforms:
- reduction of the “red tape” and costs relating to job applications, through the introduction in the Public Employment Service of a “one-stop shop” single certificate that is free of charge and contains all pieces of information (*Certi Joven*);
 - modernization of career guidance services;
 - establishment of a training programme (*Joven Emprendedor*) targeting young entrepreneurs, alongside an information system that simplifies market assessments; and
 - establishment of an information and orientation service for young migrants living abroad and for young Peruvians planning to migrate (*Infomigra*).
- 45.** Some of the above measures have been integrated into the newly developed national employment policy, which mainstreams youth employment.

ILO action

- 46.** The ILO has worked with the Ministry of Labour and the Inter-ministerial Committee for Employment in a number of areas, including: the development and implementation of the Youth Employment Action Plan and the National Employment Policy; the improvement and targeting of youth employment and migration services, including capacity building of National Statistical Institute staff involved in the national survey and Public Employment Service staff delivering youth employment services; intensive support to micro-enterprises run by young people, through training and information services; and capacity building of the social partners and other members of the tripartite committee on youth employment issues, including rights at work.

Partnerships

- 47.** The above achievements have been supported through the Youth Employment and Migration Programme, which is funded by the UNDP/Spain MDG Achievement Fund (MDG-F) (US\$3 million) and is implemented by the Ministry of Labour, the Ministry of Women and Social Development, the National Youth Secretariat and the National Institute of Statistics. Technical assistance is provided through the UN Country Team by the ILO, UNFPA, UNDP and the International Organization for Migration (IOM).

Labour market services for youth employment in Serbia

Problem addressed

- 48.** Unemployment rates among young Serbians (15 to 24 years old) are three times those of adults (37.4 per cent unemployment rate for young Serbians versus 12.3 per cent for adults in 2010), with severe challenges facing low-educated young people, young Roma, internally displaced youth and refugees.

Government policy

- 49.** The Youth Employment Policy and Action Plan (2009–11) emphasizes employability, employment-intensive growth, labour market inclusion through targeted measures, and governance of the youth labour market. Some US\$3.9 million, channelled into the existing Youth Employment Fund from both government and donor resources, has supported the implementation of a wide range of integrated youth employment measures.

Results achieved

- 50.** Active labour market programmes have targeted more than 3,500 disadvantaged young people (48 per cent women and 52 per cent men), most of whom have low levels of education (85 per cent), are long-term unemployed (60 per cent) and have no work experience (52 per cent). Government monitoring data show that, among young beneficiaries that are working, as many as 85 per cent have entered full-time employment, more than half of them work in the same enterprise from which they received training (57 per cent) and most use the skills acquired through on-the-job training (62 per cent). The wages of programme participants are between 10 and 20 per cent higher than the statutory minimum wage.

ILO action

- 51.** The ILO has worked with the Ministries of Economy and Regional Development, Labour and Social Policy and the social partners on the development and implementation of the Youth Employment Policy and Action Plan; the establishment of the Youth Employment Fund; the development of evidence-based youth-specific employment policy objectives and targets; the integration of labour market, migration and social services; and the provision of capacity building to labour market institutions to design, monitor and evaluate targeted youth employment programmes and to manage the Fund.

Partnerships

- 52.** These achievements have been supported through the Youth Employment and Migration Programme, which is co-financed by the MDG-F (US\$6.1 million) and by the Government of Serbia (US\$1.9 million). The programme is implemented by the ministries of economy, labour and education, local authorities, and employers' and workers' organizations. Technical assistance is provided through the UN Country Team by the ILO, UNICEF, UNDP and IOM.

Towards a national social protection floor in Mozambique

Problem addressed

- 53.** Data from the last national poverty assessment report (Ministry of Planning and Development, 2010) indicate that 12.8 million people (54.7 per cent of the population of Mozambique) live below the poverty line. This means that poverty reduction has stagnated in the last five years. At the same time, more than 90 per cent of the population (approximately 20 million people) is still excluded from social protection systems.

Government policy

- 54.** Mozambique has one of the oldest non-contributory transfer programmes in Africa, the Food Subsidy Programme, which targets households that are poor and whose members lack the capacity to work. The programme has been in operation for approximately 20 years. In 2010, the Council of Ministers' approval of the Regulation for Basic Social Security and the National Strategy for Basic Social Security paved the way for comprehensive and coordinated efforts to extend coverage and improve efficiency in the delivery of social security benefits.

Results achieved

- 55.** The coverage of the Food Subsidy Programme has grown significantly in recent years, from 96,572 households (approximately 202,810 people) in 2006 to 252,842 households (approximately 530,968 people) in 2011. This represents a 161 per cent increase over five years. The benefit amount has also increased by 85 per cent. There is still a need to extend the programme, since approximately 370,000 households do not have any members with the capacity to work and a significant number of these are poor.
- 56.** With the approval of a new set of programmes in 2011, the Government expanded coverage to also include poor households with at least one able-bodied adult, through a seasonal cash transfer associated with participation in public works (Productive Social Action Programme), and households that are temporarily without members who are able to work (Direct Social Support Programme). The role of social protection is being reinforced in the country's development framework, based on what can be seen in the country's new Poverty Reduction Strategy Paper.

ILO action

- 57.** The ILO, within the scope of UN joint work, has been providing support to the Government of Mozambique towards the design of elements of a national social protection floor, the development of the conceptual framework, and the elaboration of the strategy document, including costing scenarios, through consultation and dialogue between the different stakeholders. This support also includes the design of new programmes, the strengthening of capacity to deliver social protection benefits, the promotion of stronger coordination among external partners and higher investment of fiscal resources.

Partnerships

- 58.** These achievements have been supported through the UN country team (which includes the ILO, UNICEF, the World Food Programme, the World Bank and the IMF). ILO support is facilitated by funding from the Government of Portugal.

Decent work for domestic workers in the Philippines

Problem addressed

- 59.** Some 1.9 million workers aged 15 and above engage in domestic work as a primary occupation, accounting for 5.3 per cent of total employment in the Philippines. Domestic workers also make up 22 per cent of overseas migrant workers. Compared to other wage-based employees, domestic workers in the Philippines receive the lowest average wage while working the longest average daily and weekly hours. The national labour law does not regulate their working hours and their statutory minimum wage has not been adjusted since 1992. Although most should be entitled to social security membership, only 5 per cent are registered with the social security system.

Government policy

- 60.** Since 2010, several bills aimed at improving the working conditions of domestic workers have been filed in the national legislative body (a Senate bill was passed in January 2011 and 16 bills are pending in the Lower House). The Department of Labor and Employment (DOLE) consolidated Philippine tripartite support for the adoption of the Domestic Workers Convention, 2011 (No. 189), and its accompanying Recommendation No. 201 at the June 2011 session of the ILC. The new international instruments have reinforced the current Philippine agenda for better legal protection for domestic workers.

Results achieved

- 61.** Bills on domestic workers have been filed in the national legislative body since 2003, but with little political support. In August 2011, the Philippine Legislative Executive Development Advisory Council placed a bill on domestic workers (the *Kasambahay* bill) among its 13 priority legislative measures. Chaired by the Philippine President along with the Senate President and Speaker of the Lower House, the Legislative Executive Development Advisory Council represents the highest level of political commitment of the country. In September 2011, the DOLE began implementing an action plan of advocacy and technical support for the *Kasambahay* bill and the ratification of Convention No. 189. Many stakeholders have become actively engaged in the legislative process, from the executive and legislative branches of Government to trade union centres, a national association of domestic workers (SUMAPI), the Employers' Confederation of the Philippines, and non-governmental organizations (Visayan Forum, Migrant Forum Asia).

ILO action

- 62.** The ILO has assisted the Technical Working Group on Domestic Workers (which includes representatives of the DOLE, trade unions, SUMAPI, the Employers' Confederation of the Philippines and NGOs) and has worked directly with the DOLE to facilitate consultations with social partners on the Convention and Recommendation, as well as on pending bills in Congress. It has also assisted with studying the situation of domestic workers, the potential impact of raising the minimum wage and social benefits for domestic workers and the results of local government initiatives for domestic workers. It is also helping to implement the DOLE action plan.

Partnerships

- 63.** These achievements were made possible through coordinated technical assistance from the ILO and through close collaboration between the ILO, the DOLE and members of the Technical Working Group. The ILO's regular budget and technical cooperation resources

were combined, while the DOLE has allocated their own resources for policy dialogues and advocacy activities.

Minimum wages in Costa Rica

Problem addressed

- 64.** In 1998, Costa Rica adopted a minimum wage policy where compensation was based on prior inflation rates. Since then, real minimum wages have stagnated despite sustained economic growth. Wages increased at an annual average rate of less than 0.5 per cent over the last decade, while real gross domestic product grew at 3.8 per cent per year. Growing gaps in income inequality and between wages and productivity have begun to emerge.

Government policy

- 65.** At the end of 2009, the Government and social partners made the decision to review the adjustment mechanism of the minimum wage. The Minimum Wage Council launched the negotiation process with the support of the tripartite constituents.

Results achieved

- 66.** After almost two years of negotiations the Minimum Wage Council adopted, by consensus, a new adjustment mechanism. This decision, which was announced in October 2011, means that minimum wage-setting will now take into account economic growth, in addition to inflation. As a result, workers' wages will reflect any increases in aggregate wealth. Another innovation is the use of forecasted inflation instead of past inflation. The Council also decided to start a process to simplify minimum wage categories in order to streamline the system.

ILO action

- 67.** The ILO has provided training and technical assistance to the tripartite constituents since the beginning of the process. In 2009 an ILO social dialogue project started a capacity-building exercise with the Minimum Wage Council, which included specialized training, benchmarking and research. This has played an important role in facilitating the agreement to review the current mechanism, which was reached at the end of the year. A study was carried out to document minimum wage trends since the system's start in 1998. Technical assistance was provided to the Government, employers and workers to prepare their reform proposals. With ILO support, employers and workers organized their own internal workshops to validate their proposals.

Partnerships

- 68.** The ILO received funding from the Government of the United States and provided a range of expert support.

Wage policies in China

Problem addressed

- 69.** Despite rapid economic growth, wage growth in China has been sluggish, especially compared to labour productivity, and wage inequality has been rising. Reflecting these developments, China has witnessed increasing incidence of wage-related industrial disputes.

Government policy

70. The Government of China is aware of the negative implications of recent developments for sustainable and inclusive growth and has been working to improve wage policies, including the legal framework, minimum wages and collective wage bargaining.

Results achieved

71. Recognizing the importance of addressing the wage-productivity gap and wage inequality, as highlighted in the ILO's *Global Wage Report 2010–11*, the Government has been developing a better regulatory framework to determine wages in a way that addresses the rapidly changing labour market. It has also developed a range of policy measures to ensure better coordination between provinces in fixing minimum wages and improving their enforcement. These policy initiatives are reflected in the new Five-Year Economic Plan (12th plan, 2011–15), which is aimed at reducing inequality, improving income for the poor, and boosting domestic consumption demand. Along with the overall macro-level policy developments, there has been a greater use of collective bargaining in determining wages. Some provinces, such as Jiangsu Province, have recently demonstrated the potential of sectoral-level collective bargaining in China.

ILO action

72. The ILO has worked with the Ministry of Human Resources and Social Security (MHRSS) to improve the effectiveness of the institutional framework. In particular, MHRSS has asked the ILO to provide technical assistance in areas that had posed serious challenges in formulating policy responses. In response, the ILO and MHRSS jointly organized a series of tripartite workshops with local academic experts in 2010–11, focusing on: (1) the main scope/structure and key elements of the possible new regulation(s) on wages; (2) ways of improving the current minimum wage system, in terms of effectiveness and cross-regional coordination; and (3) ways of creating favourable environments for collective bargaining. To facilitate these policy discussions, the ILO and MHRSS commissioned a number of studies, whose key findings were presented and discussed at the tripartite workshops. The ILO submitted a series of notes to MHRSS summarizing the workshops and providing recommendations to the Government. A network of researchers has been created with the capacity to better feed into policy developments.

Partnership

73. ILO technical support was supported from various sources, including regular budget technical cooperation funds and RBSA. The timely allocation of RBSA to this activity has been critical in facilitating policy dialogue in an effective way.

Rural cooperatives in the United Republic of Tanzania empower HIV-positive women

Problem addressed

74. Women are responsible for an estimated 60 per cent of food production in the United Republic of Tanzania's rural areas. Over 8,500 primary cooperatives play a major role in these areas, recruiting up to 1.6 million members. Many working women live with HIV and are victims of stigma and discrimination. These women need an income in order to access medical care.

Government policy

75. The HIV/AIDS response is coordinated through the Tanzania Commission for AIDS, which brings together all social partners. Action to combat HIV/AIDS through cooperatives has become a part of the commission's national response.

Results achieved

76. Forty-two cooperatives and informal economy organizations have developed HIV/AIDS programmes. HIV-positive women have been integrated into the cooperatives and have gained access to savings and credit through the village community banks. The cooperatives have organized entrepreneurial skills building and HIV awareness-raising activities. Faith is one of 1,600 women and men living with HIV who have participated in the ILO's business development programme in the United Republic of Tanzania since 2009. She keeps three dairy cows with good yields and makes up to US\$250 a month. "It is a lot of money for me", she says. "The cooperative trained me and provided a market for my cows' milk." Along with 83 other peer educators, Faith was trained to help support other HIV-positive people who want to start their own business.

ILO action

77. A national HIV/AIDS policy for the cooperative movement has been adopted with ILO support. The ILO Programme on HIV/AIDS in the United Republic of Tanzania, which started in 2009, has been extended to 2013. The programme helps primary cooperatives to respond to HIV and AIDS and has a long-term objective of improving the conditions and status of affected women and men in the informal economy. Through a process of sensitization and discussion with cooperative organizations, the ILO has also promoted an enabling environment free of stigma and discrimination.

Partnerships

78. With the financial support of the Swedish International Development Cooperation Agency, the ILO is partnering with the Tanzania Federation of Cooperatives, the Moshi University College of Cooperatives and Business Studies, and primary cooperative societies and unions, as well as with the Joint United Nations Programme on HIV/AIDS.

Employers' organization responds to members' needs and influences policy development in Oman

Problem addressed

79. The Oman Chamber of Commerce and Industry (OCCI), which is the national representative organization of business in the Sultanate of Oman, lacked the ability to effectively engage in dialogue with policy-makers. Its processes were reactive and its internal structures needed significant reorganization.

Results achieved

80. Armed with an evidence base and strengthened with a new Board, the OCCI has embarked on an internal restructuring process to better address the needs of its members, especially SMEs, and to advocate for improvements to the business environment, including in the areas of entrepreneurship and skills development.

ILO action

- 81.** The OCCI requested that the ILO assist it with a structural reorganization and help it in its policy endeavours. This entailed a review of the organization and its current structures and processes, with a view to making recommendations for increased efficiency. This was done particularly to augment the OCCI's policy role. The policy environment in which Omani enterprises operate was assessed using the Office's *Enabling Environment for Sustainable Enterprises Toolkit*. Two reports were completed. The first, *The Enabling Environment for Sustainable Enterprises (EESA) in Oman*, combined the findings of a national enterprise survey, focus group discussions, and a comprehensive review of the conditions or policy areas related to the enabling environment. The second report, the *External Review and Assessment of the OCCI*, outlined a comprehensive roadmap for the OCCI as it embarks on a "structural change process". It provides a series of milestones that the organization can target and outlines areas for ongoing and future ILO capacity-building assistance.

Partnerships

- 82.** The results achieved drew on Office-wide teamwork and an integrated approach. This was complemented by technical inputs from the Chief Executive of Business NZ, New Zealand's largest employers' organization, who drew on his own successful experiences to provide support to the OCCI on best practices in organizational restructuring and policy work.

A new generation of women trade union leaders in francophone Africa

Problem addressed

- 83.** Mainstreaming gender in trade union work means changing attitudes, structures and policies, addressing working women's perspectives and concerns, and effectively addressing their needs in all aspects of work. Women workers' representation has to be strengthened in many sectors and their voices have to be better heard. This includes the voices of women working in precarious jobs, who are often poorly represented. Although trade unions recognize the need to strengthen women's representation within their structures and this objective is present in trade union policy documents, progress remains slow and translating decisions into action remains a challenge that unions increasingly try to address.

Results achieved

- 84.** A regional Gender Equality Roadmap for French-speaking countries in Africa was developed and adopted in April 2011. Along with training of gender audit facilitators, the roadmap triggered national gender audits in Benin, Mali, Niger, Senegal and Togo. This led to internal structural reforms to establish women's committees in those trade unions where they did not previously exist. For example, the National Confederation of Workers of Senegal and the National Union of Autonomous Trade Unions of Senegal set up women's committees within their organizations; both will hold an annual conference to elect committee leaders.

ILO action

- 85.** The ILO has assisted unions in promoting women to all levels of decision-making and leadership and has mainstreamed gender into its capacity-building support. Gender audits have been widely used for this purpose. A major subregional workshop was held in Lomé

(Togo) in April 2011, where 30 francophone women unionists were trained as gender audit facilitators.

Partnerships

- 86.** This is an example of South–South and triangular cooperation. Work has been carried out in close cooperation with the ILO and ITUC Africa, including strong technical inputs and funding. A cross-border exchange of good practices has been fostered, allowing for peer reviews and mutual support in the further application of participatory gender audits.

Labour law reform and labour inspection for gender equality in the Republic of Moldova

Problem addressed

- 87.** In the Republic of Moldova, most women find it difficult to find and keep a decent job. This is due to a number of reasons, particularly limited work opportunities (especially for women with children), gender-based discrimination in employment, the persistence of professional segregation and pay gaps between men and women.

Government policy

- 88.** The National Programme on Ensuring Gender Equality for 2010–15 provides the overarching framework for government interventions to promote gender equality in the world of work. The Ministry of Labour, Social Protection and Family is responsible for monitoring and coordinating the implementation of the programme.

Results achieved

- 89.** In July 2010, the Government adopted a law amending the Labour Code. This reform has improved the legal framework of several aspects related to gender equality and non-discrimination at work, bringing them into conformity with relevant international labour standards, notably with regard to sexual and moral harassment, maternity protection and workers with family responsibilities. Based on the findings of a needs assessment, an information system is being put in place to enable the labour inspectorate to better plan, monitor and report on gender discrimination at work at the regional, sectoral and national levels.

ILO action

- 90.** The ILO has supported the Ministry of Labour, Social Protection and Family and the social partners to prepare the draft amendments to the Labour Code, mainly through policy advice and capacity building. It has also provided technical assistance to the Ministry to conduct a needs assessment of the labour inspectorate and to set up the information system, while providing training to labour inspectors on relevant international labour standards and on methods to identify discrimination in employment and occupation.

Partnerships

- 91.** These achievements have been supported through close collaboration with the Ministry of Labour, Social Protection and Family, and employers' and workers' organizations. ILO technical assistance has been provided with the financial support of UN Women. The ILO and UN Women have a Memorandum of Understanding to continue to collaborate on promoting gender equality in the labour market in the Republic of Moldova and have agreed on an action plan for implementation of the Memorandum of Understanding.

Improving compliance with labour standards in Viet Nam

Problem addressed

92. Viet Nam faces a significant gap in complying with core international labour standards and national labour law. As a result, workers face job insecurity and compromised working conditions, suppliers miss opportunities for beneficial contracts with international buyers, and national economies risk constraints on exports to trading partners. At the same time, social dialogue needs to be made effective and industrial relations need to be reinforced in order to contribute to country priorities. These priorities include strengthening the labour market and governance, developing sustainable enterprises, and addressing the needs of vulnerable groups.

Government policy

93. In order to improve working conditions for garment workers and increase the reputation of the Vietnamese garment sector as an ethical sourcing location, Vietnamese constituents have formed a tripartite committee that requests independent assessments of compliance with labour standards and advisory services to be provided to factories to help make improvements in the garment sector through the Better Work Programme. The committee has also requested and provided support for capacity building of national constituents.

Results achieved

94. Within two years, 135 factories have signed up to the Better Work Programme and have been receiving independent assessments and advisory and training services. The programme is currently reaching 155,000 workers. So far, 37 factories have been assessed twice and have demonstrated the initial impact of the interventions provided through the programme's technical assistance. Assessment data compiled by the programme in 2011 show that compliance improved in all areas related to core labour standards. Compliance related to OSH issues has also improved, particularly regarding the documentation and protection of young workers (25 per cent improvement), gender discrimination (25 per cent improvement) and OSH indicators (33 per cent improvement).

ILO action

95. Through the Better Work Programme, the ILO is able to assess compliance with labour standards in garment factories and to offer advisory and training services for their continuous improvement. Active social dialogue mechanisms have been set up through worker-management committees in participating factories to improve workplace cooperation and address issues of non-compliance. In partnership with the national trade union, the Better Work Programme has also helped to improve direct worker representation in the unions participating in the programme.

Partnerships

96. The Better Work Programme is a partnership between the ILO and the International Finance Corporation. As such, it combines the ILO's competitive advantage on international labour standards with the International Finance Corporation's expertise on private sector development.

Closing the gender pay gap in Jordan

Problem addressed

- 97.** According to a 2010 Policy Brief on Pay Equity from the Jordanian National Commission for Women (JNCW), the average monthly wage for women is 314 Jordan dinars (US\$443), compared to 364 Jordan dinars (US\$514) for men. Also significant is the fact that almost half of employed women in Jordan are professionals who earn 33 per cent less than their male counterparts.

Government policy

- 98.** The Government's National Strategy for Women, 2006–10, focused on five key themes, one of which was economic empowerment. This theme underlined the importance of tackling pay-based discrimination and addressing the low incomes women receive as a result of it. Pay equity continues to be a priority in both the 2011–15 National Strategy for Women and the National Employment Strategy. Both aim to overcome the underpayment occurring in jobs frequently held by women, within a context of their rising participation in the labour force.

Results achieved

- 99.** Following the Government and social partners' establishment of a National Steering Committee to coordinate and lead efforts to promote pay equity in Jordan, a tripartite plus National Steering Committee for Pay Equity was launched in July 2011. Its mandate is to promote cooperation among its members in implementing a National Action Plan on Pay Equity (which is being drafted) and to coordinate activities aimed at achieving equal pay for work of equal value. Two subcommittees have been created: a legal subcommittee, which focuses on enhancing policies and legislation for equal pay and making recommendations regarding legislative amendments; and a research subcommittee, which focuses on conducting in-depth research on pay-based discrimination to inform policy and programmes.

ILO action

- 100.** The ILO has provided technical support to the Ministry of Labour and the JNCW for the creation of the National Steering Committee for Pay Equity. It has also provided technical support for pro-pay equity provisions in the National Employment Strategy, and has worked with the JNCW to conduct a national pay equity study and to launch a campaign in support of working women. Training was also delivered to improve the understanding of members of the National Steering Committee for Pay Equity on the concept of jobs of equal value. Currently, the ILO is collaborating with the social partners to institutionalize the use of gender-neutral job evaluation methods in different sectors and to include the issue of pay equity in Jordanian collective bargaining mechanisms.

Partnerships

- 101.** These results have been achieved with the support of the Ministry of Labour, the National Committee for Women and employers' and workers' organizations.

Combating child labour in Indonesia

Problem addressed

- 102.** According to Statistics Indonesia (February 2010), at least 4 million of the 58.8 million Indonesian children aged 5 to 17 are in employment and, of those, at least 1.7 million are considered child labourers.

Government policy

- 103.** In 2001 the Government of Indonesia established a National Action Committee on the Elimination of the Worst Forms of Child Labour. The Committee prepared a National Action Plan that identified the need “to prevent and eliminate the worst forms of child labour through a three-phase programme over 20 years”. The Government has since strengthened the legal framework on child labour and child exploitation, including through a new labour law framework, a new law on trafficking and a child protection law. The Government has expanded access to education, especially in rural areas, reducing the costs of education to poor families, including through conditional cash transfers.

Results achieved

- 104.** Since 2009, the Government has allocated 20 per cent of its national budget to education. In 2010, it provided assistance to 2.3 million poor students from the elementary to university levels. The national budget allocation was further increased in 2011 to reach 2.7 million poor students. A government-implemented conditional cash transfer programme, called Programme *Keluarga Harapan* (Family Hope Programme), has been operational since 2007. By end of 2011, the programme covered some 1,116,000 households. The Government plans to make it a national-scale programme in 2012.
- 105.** The Government has allocated more than US\$6.6 million and withdrawn more than 10,000 children from hazardous work, including street children. In 2012, the Government’s target is to provide US\$10 million to withdraw almost 15,000 children from hazardous work.

ILO action

- 106.** The ILO provided support and guidance to the tripartite National Action Committee and the tripartite constituents. This included: building the capacity of the tripartite constituents to address child labour through specialized training (such as labour inspection, child labour monitoring, and data collection and analysis, to effectively participate in and shape the conditional cash transfer programme); training and advice to plantation owners (palm oil, rubber and tobacco) on appropriate OSH practices to improve the working conditions of children above the minimum age of employment; training of instructors of government vocational training centres; conducting seminars and workshops to develop guidelines on child labour reporting for provincial and city/district governments, to support the Ministry of Home Affairs’ initiative in the National Action Plan.

Partnerships

- 107.** The ILO works closely with the Government of Indonesia, social partners, and local government authorities. The programme benefited from funding from the Government of the United States and from the Government of the Netherlands.

Worldwide action for the ratification and effective implementation of the Maritime Labour Convention, 2006 (MLC, 2006)**Problem addressed**

- 108.** The MLC, 2006 consolidates 37 Conventions and Recommendations adopted by the International Labour Conference since 1920 covering seafarers' working and living conditions. The Convention requires compliance with the substance of all previous Conventions. To enter into force, it must be ratified by at least 30 member States representing at least 33 per cent of the world gross tonnage.

Government policy

- 109.** Eighty-five countries attending ILO meetings during 2010–11 have expressed their support for the rapid entry into force and effective implementation of the Convention.

Results achieved

- 110.** As of December 2011, 22 member States have ratified the MLC, 2006, out of which 17 have done so during the biennium, representing over 56 per cent of the world gross tonnage of ships. These member States comprise key flag States, port States and countries from which the world's seafarers are drawn. In several countries, industry private sector actors have engaged in the development of training for inspections, technical measures and collective agreements to implement shipboard provisions of the MLC, 2006, well ahead of entry into force.

ILO action

- 111.** The ILO has provided legal advice to over 50 countries and 31 legislative reviews have been undertaken using ILO model national provisions to ratify or move forward on ratification. It has delivered comprehensive training, including a Maritime Labour Academy at the Turin Centre, as well as regional and national tripartite programmes. A total of 227 maritime labour inspectors have been trained and certified, with a reported 7,740 people trained through national activities delivered by these trainers. Eighty-one International Transport Federation inspectors from all regions have been trained and certified to support government inspections. ILO handbooks on model national legal provisions for implementing the MLC, 2006, and its social security provisions have been published.

Partnerships

- 112.** The above achievements and actions have taken place in partnership with ILO constituents, in particular with the Governments of Australia, Italy, Jamaica, Republic of Korea, Sweden and the United Kingdom, as well as with ship-owner and seafarer organizations, which provided support in funds or through the services of their personnel.

Organizational results

Strategic objective: Create greater opportunities for women and men to secure decent employment and income

113. The work of the ILO on employment during the biennium was dominated by the global economic crisis. Work spanned high-level advocacy, partnerships with global and regional institutions, and support to constituents in countries.
114. The policy orientations contained in the Global Jobs Pact (ILC, June 2009) and the strategic orientations provided by the conclusions of the recurrent discussion on employment (ILC, June 2010) guided ILO work. This has meant a more comprehensive and integrated approach to employment policy, built on policy advice linking supply-side measures with aggregate demand-side interventions and on new analytical insights on macroeconomic, investment, trade, employment and industrial policy.
115. This approach has been applied in a highly differentiated global and regional context, with countries demanding support for crisis response measures in the framework of the Global Jobs Pact, and others requesting broader support under more favourable growth rates. A common thread was policy advice based on empirical evidence showing what policies worked well in which contexts.
116. High-level policy advocacy included submissions to the Governing Body and the International Labour Conference (ILC) on crisis-related responses; to the Fourth UN Conference on Least Developed Countries held in Istanbul (May 2011) and to the African Regional Meeting (October 2011); work for the G20 on a training strategy (June 2010) and on policy briefs for the G20 Employment and Labour Ministers meetings in April 2010 and September 2011; and submissions to the G20 Development Working Group.
117. The ILO has worked closely with the United Nations Development Programme (UNDP) on youth employment, with regional development banks on employment policies, and with the World Bank on an inventory of crisis response measures in 85 countries. Strategies for employment-intensive infrastructure investments and innovations in public employment programmes have also had close collaboration with the World Bank and UNDP, and with regional banks and economic communities. Joint work carried out with the World Trade Organization (WTO) expanded knowledge on how to best combine trade and employment policy objectives in a mutually supportive way. Work on a global knowledge-sharing platform has started to assist governments and the private sector to better link education and skills training with the world of work.
118. Support to constituents in countries, in the form of Global Jobs Pact scans, was carried out in Argentina, Bulgaria, El Salvador, Indonesia, Jordan, Mali, Mongolia, Nigeria and South Africa. A comprehensive approach to employment policy was applied in ten countries, including Viet Nam and Malawi. Policy advice and support to constituents on the promotion of sustainable enterprises occurred in many countries.
119. A key feature of all of these achievements is a better understanding of the impact of different policies on productive employment and decent work, and consequently, the need to better integrate employment objectives into economic, trade, development and sectoral policies. An expanded knowledge base and improved analytical tools will be crucial to achieving this greater integration.

Outcome 1: More women and men have access to productive employment, decent work and income opportunities

Performance

- 120.** ILO support enabled a total of 29 member States to introduce policy and regulatory reforms or other measures to improve people's access to productive employment, decent work and income opportunities (relative to a biennium target of 40 member States). In some cases, progress was made concomitantly in several areas measured under the outcome indicators (China, Indonesia and Iraq).
- 121.** The strongest results (exceeding the biennium target) were achieved in relation to measures concerning employment policy, recovery from natural disaster or conflict, and employment-intensive investment (indicators 1.1, 1.4 and 1.5). Many governments have prioritized employment outcomes through inclusive macroeconomic, enterprise and labour market policies, especially after the global recession of 2008–11, which has severely impacted national labour markets. As result of ILO assistance, employment objectives have been placed at the centre of national development strategies in countries such as Cameroon, Gabon, Malawi, Jordan and Iraq. Similarly, a large number of countries have adopted national employment policies and plans (Bosnia and Herzegovina, Cameroon, Iraq, Jordan, Mauritius, Malawi, Viet Nam).
- 122.** Crisis response measures, notably within the framework of the Global Jobs Pact, have generally translated into both short-term crisis recovery policies and longer term strategies to address structural employment challenges. Indonesia and South Africa are cases in point, where, with ILO support, employment objectives and targets have been integrated into medium- to long-term growth and development strategies. In Indonesia, the Government has used ILO assessment tools to identify best employment creation approaches of its fiscal stimulus package; both countries have scaled up investment in employment-intensive infrastructure as part of their counter-cyclical measures to mitigate the effect of the crisis. In South Africa, ILO technical assistance has been provided to the Expanded Public Works Programme that in 2010–11 created the equivalent of 200,000 full-time jobs. Of total beneficiaries, 60 per cent were women and 50 per cent were young people. The Office has also provided training on public employment programmes to the staff of the Community Work Programmes, which by April 2011 created close to 100,000 work opportunities across nine provinces. In Liberia, ILO capacity building and implementation support to staff of the ministries of works and agriculture, as well as public and private sector entrepreneurs, underpinned the development of 16 companies and the generation of some 50,000 workdays, using employment-intensive investment approaches in the delivery of agricultural and rural infrastructure investments. A strong job creation dimension has also been embedded in disaster and conflict-related responses. One noteworthy example is Somalia, where employment programmes implemented with ILO support resulted in the creation of nearly 143,000 workdays and the development of 124 longer term employment opportunities.
- 123.** ILO assistance to the four countries that introduced measures to set up and strengthen labour market information and analysis systems was based on new analytical tools, particularly statistical information and analysis pertaining to Millennium Development Goal (MDG) employment indicators (indicator 1.3). Also, constituents in five countries introduced policy initiatives or reforms to facilitate the formalization of informal activities, as a result of ILO assistance (indicator 1.6). This came in addition to progress in specific areas, as captured under other outcome indicators on the extension of social security or labour administration and inspection, among others.

124. The limited realization of the biennium target for work on national social financial policies is mainly due to the fact that the measurement criteria, with their emphasis on financial reforms resulting from national authorities (such as central banks), have proven to be an unrealistic way to measure the results that can be achieved with ILO support. These criteria have been revised for 2012–13. Notwithstanding this, progress has been made in promoting financial interventions that encourage decent work and services for the working poor, as part of broader social protection or labour-related strategies. For instance, in Mali the Office supported the piloting of a new health mutual scheme that fed into the national strategy to provide universal health coverage.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
1.1: Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks	8 member States	10 member States	Cameroon, Gabon, Malawi, Mauritius		Iraq, Jordan	China, Nepal, Viet Nam	Bosnia and Herzegovina
1.2: Number of member States in which, with ILO support, national public authorities adopt social finance policies that encourage decent jobs and services to the working poor through local financial institutions	9 member States	1 member State				Indonesia	
1.3: Number of member States that, with ILO support, put in place or strengthen labour market information and analysis systems and disseminate information on national labour market trends	5 member States	4 member States	Egypt, Eritrea, Sudan			Indonesia	
1.4: Number of member States that, with ILO support, include the promotion of productive employment, decent work and income opportunities, in their disaster risk reduction/recovery measures and in their conflict prevention, reconstruction and recovery programmes	7 member States	8 member States	Burundi, Democratic Republic of the Congo, Somalia	Haiti	Iraq, Lebanon	Pakistan, Philippines	
1.5: Number of member States that, with ILO support, show an increasing employment content of investments in employment-intensive infrastructure programmes for local development	5 member States	6 member States	Liberia, Madagascar, South Africa	Paraguay		Cambodia, Indonesia	

Indicators	Target	Result				
1.6: Number of member States where, with ILO support, governments, employers' and/or workers' organizations have taken initiatives in policy areas that facilitate transition of informal activities to formality	6 member States	5 member States	Namibia	Argentina, Brazil	China	Kazakhstan

125. The biennium's results and the groundwork laid in many countries place the ILO in a relatively good position to meet the goal set forth in the Strategic Policy Framework 2010–15, whereby by 2015 at least 50 member States have increased capacity to formulate and implement coordinated and coherent policies that prioritize productive employment generation.

Linkages to other outcomes

126. In most countries, ILO work on public works programmes is an illustrative example of a strategy that encompasses multiple dimensions of the Decent Work Agenda. For instance, in Cambodia, the public works programme was included in the national social protection strategy, making the generation of employment and income part of an overall plan to provide a basic level of social protection to as many of the poor as possible (outcome 4). In India, ILO assistance to develop public employment programmes has included innovations in targeting women and youth and promoting productivity and accountability in environmental, infrastructure and service sectors, among others (outcomes 2, 3 and 13).

127. In the area of employment policy, work was often pursued in tandem with work on skills development policy (Cameroon, Jordan) and increasingly with work on the enabling environment for enterprise development (Indonesia) (outcomes 2 and 3). Innovative work has also been launched to measure the impact of social finance interventions. This includes Nigeria, where the Office supported a microfinance institution to pilot a new financial service (school fees loan) to decrease the incidence of child labour among its clients. This service was linked to an awareness-raising campaign on child labour and reached some 18,000 clients (outcome 16).

Gender equality and non-discrimination

128. Specific initiatives to address gender concerns and needs were included in most of the policies or reforms taken with ILO support to facilitate the transition to formality, notably in China, Namibia and Kazakhstan. In other countries, such as in Viet Nam, the ILO assisted with the preparation of policy-oriented studies that mainstreamed gender and linked employment with other socio-economic policy spheres to support evidence-based policy design. Employment programmes in several countries included targets to enhance women's participation in the labour market. One example is an employment recovery programme in Iraq, where gender-specific targets were imposed on the provision of micro and small business loans (20 per cent of the recipients were women). In Latin America, where the ILO is implementing projects on water and sanitation with other UN agencies through funding under the MDG Achievement Fund, participation of indigenous people and rural communities has been addressed through ILO community-based participatory methodologies and tools that promote appropriate labour-based technology (Honduras, Nicaragua, Panama, Paraguay).

Building the capacity of constituents

129. The Office has strengthened the theoretical and empirical underpinnings of this outcome, mainly through up-to-date statistics and analysis of the impact of the economic crisis on

employment and the labour market. This included: estimations and analysis of global employment trends, including for women, young people, the working poor and their vulnerabilities; analysis of labour market institutions in emerging countries; and estimations of the relationship between growth and employment in G20 and developing economies. These data and analyses have contributed to global policy debates at the highest political level, particularly within the framework of G20 meetings and other major United Nations conferences and summits in the economic and social fields. They have also guided ILO policy advice and advisory services to member States. For example, a new ILO publication on monitoring MDG employment indicators in Africa, combined with targeted capacity building and policy dialogue activities for constituents, underpinned reforms in Egypt, Eritrea and Sudan to improve data collection, analysis and reporting on the employment indicators related to MDG1b.

- 130.** Other new tools, such as an employment policy guide, employment impact assessment methodologies, employment diagnostics and targeting tools have been widely used during regional and country-level tripartite discussions and in a new employment policy course at the Turin Centre. This resulted in policies focused on short- and long-term targeted measures for employment growth. In China, for example, ILO technical assistance led to the inclusion of employment targets in the national five-year plan (2011–15), alongside the review of the employment impact of public investments by planning and labour ministries. Social partners have shown a heightened engagement in the implementation of programmes, as exemplified by the involvement of the Employers' Federation of Pakistan and the Pakistan Workers' Federation in post-flood cash-for-work interventions, using funds mobilized through their members.
- 131.** Regionally based ILO seminars for labour-based practitioners continued to be the international platform for South–South learning on labour-based practices that attracted the highest levels of national ownership. These seminars, which were mostly self-financed by countries, involved some 800 labour-based practitioners from 50 countries during the biennium. In Africa, ministerial meetings are now held alongside of these seminars. At the 14th seminar in Ghana (2011), ministers of labour and public works from 13 African countries called on the ILO to boost its cooperation with other international partners to support employment-intensive investments in infrastructure and other sectors.

Lessons learned and the way forward

- 132.** The experience of the biennium has underscored the need to focus more strongly on the quality and timeliness of the ILO's knowledge base, including the design, application and effectiveness of policies that work in different contexts. Strengthening the data and analytical information on growth and employment and its integration into national policy and across countries will be a priority in 2012–13.
- 133.** In countries characterized by emergencies, social turmoil and conflict, early involvement of the ILO is fundamental to establishing the conditions for medium- to long-term recovery in ways that take into account the Decent Work Agenda. In these settings, both constituents and the international community are looking for immediate assistance in many areas of ILO work. This early involvement is key for mobilizing resources across donors and leveraging partnerships across the UN and the multilateral system. This was demonstrated with the ILO's experience in Haiti, where 18 months after the earthquake it had managed to mobilize some additional US\$12.5 million in extra-budgetary funds.
- 134.** The preliminary findings of an independent evaluation of the ILO's strategy on social finance highlight the fact that ILO involvement in microinsurance has been a particularly effective means to achieve greater influence in the global microfinance environment. Going forward, the Office will need to better structure its strategy, in particular to

maximize work to reduce the vulnerability of workers and to promote employment through financial inclusion.

135. The ILO experienced some measurement challenges related to indicator 1.1 on employment policy during the biennium. The requirement to meet both of the criteria under this indicator does not take into account the fact that many countries are taking multiple paths when developing policy. Countries are increasingly addressing their employment strategies within national development planning, while others are choosing to develop comprehensive or sectoral employment strategies, or special anti-crisis and stimuli measures. Moreover, a significant part of ILO work focuses on support to countries for the implementation and evaluation of policy long after the policy adoption cycle, while the indicator criteria only measure results for new policy development initiatives. The Office is considering revising the criteria for this indicator to allow for more accurate measurement of results achieved with ILO support.

Outcome 2: Skills development increases the employability of workers, the competitiveness of enterprises, and the inclusiveness of growth

Performance

136. With ILO support, 14 member States undertook skills development policy or institutional reforms, including through the expansion of employment-relevant training to people generally at a disadvantage in the labour market (indicators 2.1 to 2.3). Another seven member States introduced measures to strengthen employment services, reflecting efforts to reinforce these services and labour market policies during the crisis (indicator 2.4). Finally, 14 member States developed and implemented policies or programmes on youth employment.
137. The Office strategy emphasized three key areas:
- *Building a sound analytical foundation to inform policy advice and technical assistance in countries* – Empirical studies in 21 countries and selected sectors identified skills gaps that constrain the growth of green jobs and drew lessons from countries’ practices in overcoming them. A preliminary assessment of training and retraining programmes in response to the economic recession compared results from programme monitoring reports across a dozen countries.
 - *Strengthening capacity of constituents to address national circumstances, evaluate results and share knowledge* – New policy guidance tools were produced based on prior research and lessons from technical cooperation projects on upgrading informal apprenticeship systems, improving teacher training and working conditions in technical and vocational education, and disability inclusion and equality training. Technical cooperation projects helped constituents reform national skills policies and systems (Bangladesh, Zimbabwe), expand access to employment-relevant training in rural areas (Benin, Burkina Faso, Sri Lanka), include persons with disabilities in vocational and entrepreneurship training (United Republic of Tanzania, Zambia) and develop and implement comprehensive youth employment programmes (Peru, Serbia).
 - *Expanding the outreach of the ILO’s work on skills and employability through external partnerships* – In 2010 the Office delivered the *Training Strategy for Strong, Sustained and Balanced Growth* to the G20 Toronto Summit, building on the conceptual framework of the 2008 Conference resolution concerning skills for improved productivity, employment growth and development. The Seoul Summit (November 2010) created the G20 Development Working Group, which called on the

ILO to coordinate work with the Organisation for Economic Development and Co-operation (OECD), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Bank to help low-income countries use the G20 Training Strategy to improve their skills for employment strategies, develop indicators, and strengthen knowledge sharing. Some G20 countries have underwritten knowledge-sharing activities, including through the Turin Centre. The collaboration between the ILO and OECD and the joint policy note on youth employment contributed to the decision of the G20 leaders to give priority to employment of young people in 2012.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia-Pacific	Europe-Central Asia
2.1: Number of member States that, with ILO support, integrate skills development into sector or national development strategies	8 member States, of which 3 in Africa	7 member States, of which 2 in Africa	Sudan, Zimbabwe	Barbados, Mexico	Iraq, Lebanon	Bangladesh	
2.2: Number of member States that, with ILO support, make relevant training more readily accessible in rural areas	8 member States, of which 4 in Africa	5 member States, of which 3 in Africa	Benin, Burkina Faso, Egypt			Sri Lanka, Timor-Leste	
2.3: Number of member States that, with ILO support, make relevant training more readily accessible to people with disabilities	7 member States	2 member States	Zambia				Armenia
2.4: Number of member States that, with ILO support, strengthen employment services to deliver on employment policy objectives	5 member States, of which 2 in Africa	7 member States, of which 2 in Africa	Egypt, Sudan	Argentina, Peru	Lebanon	Cambodia, Lao People's Democratic Republic	
2.5: Number of member States that, with ILO support, develop and implement integrated policies and programmes to promote productive employment and decent work for young women and men	15 member States, of which 6 in Africa	14 member States, of which 4 in Africa	Democratic Republic of the Congo, Kenya, United Republic of Tanzania, Zimbabwe	Argentina, Costa Rica, Honduras, Peru		Indonesia, Nepal, Timor-Leste	Albania, Serbia, Turkey

138. The results achieved and groundwork being laid in several other countries are promising building blocks for the achievement of the position to be reached by 2015, as set forth in the Strategic Policy Framework 2010–15. This position requires that over 30 member States have aligned training demand and supply, have extended training opportunities to a wider proportion of workers and have integrated skills development in sector and national development policies.

Linkages to other outcomes

139. Research on skills for green jobs contributed to the knowledge base of the ILO's Green Jobs Initiative (outcome 3). A series of analytical case studies drew lessons on how effective social dialogue and collective bargaining promote workplace training, continuous

learning, and gender equality (outcome 12). As part of crisis response, the Office helped member States build the capacity of public employment services to implement work-sharing programmes in ways that paid attention to conditions of work (outcome 5). Training on the regulation of private employment agencies was provided in South-East Asia to help countries combat human trafficking (outcome 15). Skills recognition programmes in South-East Asia promoted approaches to improve “brain gain” in labour migration policies (outcome 7). Policy guidance on upgrading informal apprenticeships included awareness raising on access to social security provisions, occupational safety and health and HIV/AIDS (outcomes 4, 6 and 8). Research on youth migration (outcome 7) in nine countries contributed to strengthening the knowledge base on the nexus between youth employment and migration. As a result, several youth employment policies and national action plans include priorities on management of youth migration (e.g. Albania, Honduras, Peru, Serbia).

Gender equality and non-discrimination

- 140.** Gender equality was an important component of work on apprenticeships, community-based training, and youth employment. Capacity building for public employment services included avoiding gender stereotyping and occupational segregation. An independent project evaluation confirmed the value added of combining rights campaigns with local demonstration projects on ways to overcome the physical and social barriers that exclude persons with disabilities from training and employment opportunities.

Building the capacity of constituents

- 141.** Capacity development of constituents took many forms during the biennium and often occurred in tandem with policy and institutional reforms. For example, in Bangladesh, the reform of the skills development system was accompanied by ILO technical advice, tripartite consultations and capacity building for staff of the relevant government agencies. In Armenia, the ILO assisted with the training of staff at the state employment agency and employment centres in three pilot regions, leading to the development of an active labour market programme on skills development for people with disabilities and workplace adaptation. The Office’s support to strengthen public employment services in Sudan and Egypt included needs assessments, staff training and adaptation of tools on career guidance.
- 142.** In most countries ILO work on youth employment involved technical advice and capacity development for a wide range of ministries and government agencies, including the strengthening of inter-institutional committees (Albania, Costa Rica, Honduras, Serbia and Turkey). This relied on an integrated multi-agency approach, which proved effective in building national ownership and commitment to the reforms. This approach also optimized inter-agency support to scale up institutional capacity to develop and implement those reforms. In Albania, Peru and Serbia, ILO support to national statistical offices, in particular for the design and implementation of national surveys, helped strengthen the empirical foundation of youth employment, which in turn contributed to sound policy and programme design.
- 143.** Specific ILO initiatives targeted the social partners. One noteworthy example is the Global Business and Disability Network, which the ILO launched in 2010 to facilitate knowledge sharing on good practices and develop joint projects and services. By the end of 2011, the network comprised some 41 multinational enterprises and 17 employers’ organizations. Other examples include assistance to social partner institutions in Zimbabwe, which led to the establishment of 18 skills desks for employers’ and workers’ organizations at national and local levels to help match skills demand and supply by working with relevant

ministries. In Albania, Indonesia and Peru, trade unions were assisted in adapting and implementing a training programme on rights at work for young people.

- 144.** The Turin Centre expanded the portfolio and outreach of its training initiatives to better match demand. In addition to the Skills Academy launched in October 2011, training events covered impact assessment of youth employment interventions, youth employment and disability inclusion, and a targeted skills course for Caribbean countries, which supported, among other things, the development of the National Human Resources Strategy 2011–16 in Barbados.

Lessons learned and the way forward

- 145.** The main lessons, drawn from the implementation of the programme in 2010–11 and from evaluation findings, are summarized as follows:

- Returns on the expansion of the knowledge base are high, as exemplified by growing requests to contribute to bilateral skills strategies (Germany, Netherlands and Russian Federation), as well as regional (European Union) and multilateral networks (G20, Inter-agency Group on Technical and Vocational Education and Training). New research priorities include testing skills assessment guides within national employment strategies and options for strengthening components of skills systems. Also to improve knowledge sharing among constituents, the Office will continue to develop the global public–private knowledge-sharing platform on skills for employment, which has been set up in 2011 to follow up on the 2010 Conference conclusions on the recurrent discussion on employment.
- The evaluation of a European Commission-funded project on labour market information in Viet Nam validated the value added of integrating project interventions on labour market information systems and public employment services with training programmes. The Office will incorporate this inter-disciplinary work, linking capacity to improve labour market information and to deliver employment services based on that information, in future project design.
- ILO experience and feedback from constituents have shown how sectoral approaches sustain collaboration among social partners, trainers and government agencies to reduce skills mismatch and improve training quality. An important area of intervention for the strategy going forward will be to build up industry skills councils.
- A benchmarking exercise that launched the ILO’s “Include Disability” strategy in 2010 identified opportunities to improve the mainstreaming of disability-related considerations across employment, enterprise and skills development work. A monitoring report in early 2012 will examine progress in those areas and inform work plans for the biennium.
- In keeping with the recommendations of the independent evaluation of the ILO’s strategy to increase member States’ capacities to develop policies and programmes focused on youth employment, which was discussed by the Governing Body in November 2009, future priorities include: further development of the knowledge base on youth employment, in particular with regard to issues relating to the transition of young people to decent work and youth employment policies, and approaches to foster social dialogue on youth employment and extend social protection to young people, especially those living in rural areas.

Outcome 3: Sustainable enterprises create productive and decent jobs

Performance

- 146.** With ILO support, a total of 29 member States and one territory improved the enabling environment for sustainable enterprises, promoted enterprise development or introduced socially responsible enterprise-level practices (relative to an overall biennium target of 25 member States), in some cases making progress concomitantly in several areas (Chile, China, Iraq and the Occupied Palestinian Territory).
- 147.** The strategy was based on three mutually supportive building blocks:
- supporting an enabling environment for sustainable enterprises, in particular through the application of the new Enabling Environment for Sustainable Enterprises assessment methodology;
 - entrepreneurship and business development, notably through tested ILO approaches, including Start and Improve Your Business (SIYB), Know About Business (KAB), Women's Entrepreneurship Development (WED), local economic and value-chain development; and
 - sustainable and responsible workplace practices, primarily through supporting multinational enterprises to adopt inclusive and sustainable practices in line with the ILO's MNE Declaration and through the Sustaining Competitive and Responsible Enterprises (SCORE) programme and the System for the Measurement and Improvement of Productivity (SIMAPRO) methodology.
- 148.** Results were uneven across areas of work, as measured by the outcome indicators. Five member States and one territory reformed their policy and regulatory frameworks on the business environment (indicator 3.1). ILO support through its Cooperative Facility for Africa (COOPAfrica) contributed positively to results related to cooperative reforms in line with the Promotion of Cooperatives Recommendation, 2002 (No. 193). Progress in this area was also made in Plurinational State of Bolivia, United Republic of Tanzania and Uganda, though the process of law adoption was not completed by the end of the biennium.
- 149.** Twenty-two member States and one territory (more than twice the biennium target) implemented policies or programmes on entrepreneurship and business development (indicator 3.2). The economic crisis has generated even higher demand for assistance in these areas. In response, the ILO has stepped up its efforts, particularly with respect to youth and women's entrepreneurship, which has contributed to the results achieved. The KAB programme provides one example of the number of beneficiaries reached – almost 500,000 young women and men were involved over this biennium. A new technical cooperation project, the Youth Entrepreneurship Facility, reached 10,500 young women and men, of which 1,700 completed business plans or project proposals. It also strengthened the capacity of 229 trainers to provide relevant business development services to youth.
- 150.** The partial realization of the biennium target for work related to responsible workplace practices (indicator 3.3) is due to a number of reasons. First, results of ILO support to improve workplace practices are embedded in broader results concerning small businesses and enterprises operating along supply chains, as measured by indicators 3.2 and 13.2. Second, in some countries the implementation of SCORE faced challenges in reaching tripartite consensus.

151. With regard to indicator 3.4 on multinational enterprises, the Office realized early in the biennium that the measurement criteria, in particular the second criterion with its emphasis on policies aimed at attracting foreign direct investment, did not allow to measure results that could be achieved with ILO support. Hence, the biennium target is only partially realized and the criteria have been revised for 2012–13. At the global level, ILO advocacy and policy dialogue work has been geared towards bringing greater coherence across the multilateral system. Noteworthy examples include: the OECD fully aligning the Employment and Industrial Relations chapter of its revised *Guidelines for Multinational Enterprises* with the MNE Declaration; and the *Renewed EU strategy 2011–14 for Corporate Social Responsibility*, which invites all European-based multinational enterprises to make a commitment to respect the Declaration by 2014.

152. The ILO's Green Jobs Programme achieved policy impact and coherence by systematically linking itself with the economic and social pillars of sustainable development, going beyond the mere promotion of environmentally friendly jobs. In Brazil, China, India and Indonesia green jobs have become a vehicle for promoting decent work in local development strategies, rural employment programmes and strategies in the construction, forestry, waste management and renewable energy sectors.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
3.1: Number of member States that, with ILO support, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises	5 member States	5 member States and 1 territory	Senegal, Swaziland, Zambia		Iraq, Occupied Palestinian Territory	Mongolia	
3.2: Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work	10 member States	22 member States and 1 territory	Cape Verde, Egypt, Ethiopia, Ghana, Lesotho, Mali, South Africa, Sudan, United Republic of Tanzania, Uganda	Plurinational State of Bolivia, Brazil, Chile, Costa Rica, Honduras, Mexico, Nicaragua	Iraq, Occupied Palestinian Territory, Oman, Yemen	China	Russian Federation
3.3: Number of member States that, with ILO support, implement programmes to foster the adoption of responsible and sustainable enterprise-level practices	5 member States	3 member States		Chile		China, Indonesia	
3.4: Number of member States that, with ILO support, adopt policies that integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)	5 member States	1 member State	Liberia				

- 153.** Overall, results are on track towards achieving the goal to be met by 2015, as found in the Strategic Policy Framework 2010–15, whereby constituents in over 40 member States have improved the enabling environment for sustainable enterprises, successfully promoted business development and adopted socially responsible enterprise practices.

Linkages to other outcomes

- 154.** ILO work on enterprise development increasingly reflected all four dimensions of decent work. An illustrative example is the improvement of working conditions in informal enterprises in Egypt, which resulted from the application of occupational safety and health (OSH) principles as part of ILO assistance for entrepreneurship and employment promotion (outcome 6). Work to give effect to the 2007 Conference resolution concerning the promotion of sustainable enterprises drew on work related to employment policies, skills development and employers' organizations, which led to the development of a country-level assessment tool – *Skills for Trade and Economic Diversification* (outcomes 1, 2 and 9). The latter was applied in Ukraine to assess the enabling environment for the metallurgy and tourism sectors. Analytical inputs on labour administration and labour law fed into a new guide on labour law for small and medium-sized enterprises (outcome 11). Work on green jobs spans several outcomes and contributed to the achievement of results reported under outcomes related to employment promotion, skills development, decent work in sectors and mainstreaming decent work. For example, in India, the ILO has been promoting green jobs principles in the development of state-level action plans on climate change (outcome 1).

Gender equality and non-discrimination

- 155.** Results reported under this outcome have been achieved with the contribution of large-scale ILO projects targeting women's and youth entrepreneurship development, with an emphasis on the promotion of equal opportunities for women and men. The ILO's Women's Entrepreneurship Development projects, for example, have reached some 60,000 women entrepreneurs since the end of 2009, helping them to quadruple their sales and to increase their profits by 50 per cent. In Ghana, two-thirds of the beneficiaries of ILO-supported interventions on local economic development have been women. The Office also undertook work to assess the enabling environment for women entrepreneurs in a number of member States. With regard to non-discrimination, a training approach was successfully tested in Hanoi in partnership with the Vietnam Chamber of Commerce and Industry to help factories manage recruitment of persons with disabilities and prevent HIV/AIDS.

Building the capacity of constituents

- 156.** The Office's Enabling Environment for Sustainable Enterprises Toolkit has added value to ILO assistance to countries engaged in policy or legal reforms to improve the enabling environment for enterprises. The assessments conducted using this toolkit have generally been rolled out along with capacity-building activities for the staff of the institutions involved, often employers' organizations. This has yielded vital inputs to national policy debates or reforms, as shown by results in Mongolia, the Occupied Palestinian Territory and Swaziland. Similar work has begun in support of trade unions in Indonesia and Barbados. The SCORE programme and SIMAPRO methodology have underpinned ILO work to assist countries in enforcing socially responsible workplace practices. For example, in Indonesia, ILO capacity building for the staff of the Ministry of Manpower and Transmigration, enabled the Ministry to implement an enterprise training programme on responsible workplace practices through its regional training centres in five provinces and to reach out to 50 small and medium-sized enterprises (SMEs). Radio programmes involving SME owners, workers and ministry staff were launched to raise awareness on

responsible workplace practices, reaching out to some 4 million people. The ILO Helpdesk for Business and a series of webinars to companies and constituents on international labour standards and the MNE Declaration have provided innovative mechanisms to raise awareness and build capacity. During the biennium the Helpdesk provided expert technical advice to more than 400 users seeking guidance on the implementation of international labour standards and the principles of the MNE Declaration.

- 157.** The Office, in cooperation with the Turin Centre, has revised existing capacity-building materials on the enabling environment and responsible workplaces, to reflect the resolution concerning the promotion of sustainable enterprises adopted by the ILC in 2007; these materials have been used extensively. Through the annual Sustainable Enterprise Academy run by the Turin Centre, the ILO has offered a wide choice of courses to participants over a two-week period. This approach has proven to be a successful and cost-effective way to build constituents' capacity on inter-related issues.
- 158.** Training through the Turin Centre also helped to build constituents' capacity around improved policies for green jobs. In a number of countries, such as Kenya, Mauritius, Sri Lanka and others, this was followed up by practical demonstrations on green youth entrepreneurship promotion, greening enterprises and value chain development. Analytical tools have been developed and published to help countries assess existing and potential green jobs, using input–output models combined with enterprise surveys. Complementary tools were used to collect and review data to anticipate new skills needed for green jobs in 21 countries, which was published in *Skills for green jobs: A global view*.

Lessons learned and the way forward

- 159.** Based on the lessons learned and guidance provided by the Governing Body during its discussion on the follow-up to the 2007 Conference resolution on sustainable enterprises, strategic orientations for 2012–13 and beyond are summarized as follows:
- A generic national-level assessment of the 17 conditions necessary to create an enabling environment, as set out in the 2007 Conference resolution, is a useful first step. However, it is often necessary to focus on particular conditions or aspects of the enabling environment. There have been demands to apply the methodology to specific regions, sectors or types of enterprises (informal, SMEs, cooperatives, etc.) and to focus on particular enabling conditions. The Office will adapt the assessment methodology accordingly.
 - Integrated, policy-oriented and multi-level interventions spanning different aspects of sustainable enterprises are more effective and generate economies of scale. Future technical cooperation projects will be designed keeping this in mind.
 - The ILO needs to be able to demonstrate the ultimate impact of interventions on key areas of the Decent Work Agenda. More rigorous assessments of ILO interventions on job creation, job quality, and poverty reduction are therefore under way, such as under the Youth Entrepreneurship Facility for East Africa.
 - The Office is engaged in efforts to reflect social and environmental dimensions more effectively in entrepreneurship promotion products. So far, initial modules on environmental sustainability, the greening of enterprises and green business options have been included in KAB and SIYB. Fully updating these products is a future priority.

- Green jobs are becoming a central plank in the policy process. An increasing number of countries are reorienting their development strategies, aiming for sustainable growth with social inclusion. Efforts will focus on engaging constituents in policy formulation in tandem with developing “show how” evidence through innovative programmes.

Strategic objective: Enhance the coverage and effectiveness of social protection for all

- 160.** The deepening economic and financial crisis during the biennium continued to put social protection at the forefront of the global and national agenda, as a means of reducing some of the negative impacts of the crisis through income replacement and access to in-kind benefits or as a requirement for inclusive development. Recognition of the need to establish guaranteed minimum levels of social security through national social protection floors gained momentum, as witnessed by the resolution and conclusions from the recurrent discussion on social protection adopted by the ILC in 2011. ILO policy on the social protection floor was also fully reflected in the policy position paper on social protection that the United Nations Development Group for the Asia–Pacific region issued in November 2011, based on substantive ILO inputs, to provide coherent and strategic guidance to UN Country Teams, particularly for the preparation of United Nations Development Assistance Frameworks (UNDAFs) and for UN country programming. Policy advice, analysis and support to constituents enabled various member States to move towards expanded coverage.
- 161.** The ILC broke new ground during the biennium with the adoption of two new instruments. The HIV and AIDS Recommendation, 2010 (No. 200) is the first international human rights instrument to focus explicitly on HIV/AIDS. Along with its related Global Action Plan, the Recommendation has created a new opportunity to engage more intensively with constituents on HIV and AIDS workplace policies. With its aim to ensure that domestic workers enjoy the same basic labour rights as other workers, the Domestic Workers Convention, 2011 (No. 189) and its accompanying Recommendation, 2011 (No. 201), bring an expanding, largely informal workforce into the fold of the Decent Work Agenda.
- 162.** The follow-up to the Global Jobs Pact in Bulgaria, El Salvador, Indonesia and Jordan provided concrete opportunities to apply coherent policy approaches for social protection strategies that simultaneously pursue employment objectives and the promotion of international labour standards based on enhanced social dialogue. To support this follow-up, the ILO produced guidelines on national labour laws for domestic workers and lessons learned on the role of social dialogue in promoting sustainable social security reforms in times of economic crisis. It also developed a Maternity Protection Resource Package, which covers a range of areas and provides constituents with a comprehensive tool to help extend coverage of maternity protection.
- 163.** Access to a sound knowledge base remains an essential component for effective policy development and the delivery of technical advisory services. While generating accurate data is still a challenge in most countries, ILO support allowed many of them to improve their capacity to collect and produce data. This enabled the ILO to expand its databases on wages and social security and to increase the knowledge base on domestic work, equitable working conditions, the impact of the financial crisis on labour migration, and the impact of HIV in the formal and informal economy. Work is also under way to gather information on key indicators for occupational safety and health. These improvements fed into more robust products, informing the *World Social Security Report 2010/11* and the *World Wage Report 2010/11*.

Outcome 4: More people have access to better managed and more gender equitable social security benefits

Performance

- 164.** The Global Campaign on Social Security and Coverage for All continued to guide the work of the Office during the biennium. ILO policy development work gained momentum with the adoption of the resolution concerning the recurrent discussion on social protection (social security) at the ILC (June 2011). The Conference also called for the “elaboration of an autonomous Recommendation on the Social Protection Floor”.
- 165.** In the area of knowledge development (indicator 4.1), internationally comparable data on the coverage, expenditure and performance of national social security systems were expanded in 20 countries. This information, which is available through the Social Security Inquiry database (SSI), now covers over 80 countries and more than 2,000 schemes.
- 166.** The Office’s strategy on knowledge development focused on building member States’ capacity to collect and produce high-quality, internationally comparable data (for example, in Cameroon, Costa Rica, Greece, Kuwait and Togo). The resulting expanded knowledge base has informed a range of ILO advice and products, including: the ILO’s *World Social Security Report 2010/11: Providing coverage in times of crisis*; policy advice to constituents on the development of national social protection strategies (Togo) and social security reforms (Greece); ILO contributions to G20 meetings; the report of the Social Protection Floor Advisory Group (Bachelet report); and the report presented to the 100th Session of the ILC for the recurrent discussion on social protection (social security).
- 167.** In the areas of policy development and social security reform (indicators 4.2 and 4.3, respectively), ten member States adopted policies to extend social security coverage, more than three times the biennium target. This included countries such as Burundi, Cambodia, Mozambique and Timor-Leste, where ILO assistance boosted action taken by member States to include social protection in national social development strategies and to implement social security extension strategies. New social security schemes were implemented in Togo and Nepal. In addition, ten member States undertook, with ILO support, social security reforms (slightly over the biennium target).
- 168.** The above high levels of achievement are a direct result of the Office’s strategy to focus on defining a possible package of basic social security guarantees – the social protection floor – and supporting it through a new social protection instrument. Strategy delivery relied on enhanced ILO tools for the rapid assessment of national social protection floor guarantees, wide knowledge dissemination to inform country-level policy advice and capacity-building tools for constituents on social security extension strategies.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
4.1: Number of member States that, with ILO support, improve the knowledge and information base on the coverage and performance of their social security system	20 member States, of which 5 in Africa and 2 in each other region	20 member States	Benin, Cameroon, Cape Verde, Ghana, Togo	Costa Rica, Ecuador, El Salvador, Uruguay	Bahrain, Kuwait, Oman	Mongolia, Vanuatu	Estonia, Latvia, Romania, Russian Federation, Slovenia, Spain

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
4.2: Number of member States that, with ILO support, develop policies improving social security coverage, notably of excluded groups	3 member States	10 member States	Burundi, Mozambique, Togo	Argentina, Haiti		Cambodia, China, India, Nepal, Timor-Leste	
4.3: Number of member States that, with ILO support, improve the legal framework, general and financial management and/or tripartite governance of social security in line with international labour standards	8 member States	10 member States	Cameroon	Argentina, Costa Rica, Dominica, Grenada, Trinidad and Tobago, Uruguay	Kuwait	Malaysia	Greece

169. The outcome, as reflected through its strategy and three indicators, is on track to deliver on the targets and position to be reached by 2015, as set forth in the Strategic Policy Framework 2010–15. That position requires that access to social security benefits is improved in at least nine member States; the legal framework, management and governance of social security is strengthened in over 20 member States; and data or reliable estimates on social security are available for 75 per cent of all member States. Taking into account the strong commitment in many member States to extending national social protection systems based on lessons learned during the crisis, the Office has increased the 2012–13 targets for indicator 4.2 from three to nine member States.

Linkages to other outcomes

170. In the wake of the global economic crisis there was growing constituent demand for comprehensive ILO services. By using more collaborative working methods, the Office has accelerated its efforts to deliver high-quality, integrated services covering multiple areas of the Decent Work Agenda. Advice on the development of employment and social protection policies was provided as part of the follow-up to the Global Jobs Pact, notably in Bulgaria, El Salvador, Indonesia, Jordan, and in the disaster response in Haiti. A noteworthy example is a three-country project (Burkina Faso, Cambodia and Honduras) where the Office, in collaboration with the European Commission, is assisting in the development of coherent national employment and social protection strategies that pursue higher levels of decent employment and sustainable social security simultaneously (outcome 1 and outcome 19). Work spanned a range of outcomes and led to:

- the development of a maternal protection tool to create access to higher quality maternal care, with the integration of social health protection concepts (outcome 5);
- development of training material on the Work in Fishing Convention, 2007 (No. 188), which integrated a social security component (outcome 13); and
- the production of analytical material on the role of social dialogue in securing sustainable social security reform to inform national decision-making processes (outcome 12).

Gender equality and non-discrimination

- 171.** The promotion of gender equality and non-discrimination continued to feature prominently in ILO technical advice on the implementation of the social protection floor policies and extension policies. These policies aimed to extend coverage to excluded populations, prioritizing benefits to women and the most vulnerable (Cambodia, India, Nepal, Mozambique and Togo). The collection and analysis of sex-disaggregated data was central to the Office's efforts to enhance the statistical knowledge base on social security.
- 172.** These issues were echoed in the Conference's resolution concerning the recurrent discussion on social protection (social security). The resolution highlights the promotion of gender equality as one of the essential principles of national strategies to extend social security. It also calls on the governments of member States to ensure that the needs of women and men are taken into account in the development of social security policies.

Building the capacity of constituents

- 173.** Enhancing the range and quality of capacity-building products to reach out to as many constituents as possible continued to be a major focus. This stream of work benefited from close collaboration with the Turin Centre, for example during the successful first social security summer school that was organized in September 2011. New learning activities were implemented, based on South-South knowledge sharing of national experiences regarding the implementation and impact of social protection floor components.
- 174.** To increase its outreach in Africa, the ILO and the University of Mauritius launched a joint Executive Masters Programme in Social Protection Financing, which in its first year trained 32 officials from eight African countries (from social security institutions, government ministries and employers' organizations). The capacity of tripartite constituents was also improved through the ILO's training programme for social security governors, which reached 118 government officials, employers and workers from 22 African member States. Executive courses on social security were also delivered in Barbados, Cape Verde, Costa Rica, Guinea-Bissau, Haiti, Kyrgyzstan, Morocco, Mozambique, Tajikistan and the United Republic of Tanzania targeting over 300 participants from government agencies, trade unions and employers' organizations. Policy development work and social security reforms in target countries systematically involved employers' and workers' organizations and was often accompanied by targeted capacity-building activities for social partners, including through tailor-made courses for social partners delivered at the Turin Centre or in the regions.
- 175.** Given the enormous pool of people involved and the range of issues and needs to be addressed, this work represents a long-term commitment that needs to be maintained over various biennia. For this reason, capacity building has been and will remain a core component of the strategy for outcome 4.

Lessons learned and the way forward

- 176.** The independent evaluation of the *ILO's strategy to extend the coverage of social security for the period 2005–09*, discussed by the Governing Body in November 2010, found that the Office should do more to integrate labour market analysis into its social security work, and to document success stories illustrating instances where employment, hence empowerment, economic growth and social protection had fostered stable economic development in combination with the extension of basic social protection. These concerns are being addressed in the three-country project in Burkina Faso, Cambodia and Honduras, which seeks to translate known theoretical synergies between employment and social security into implementable policy recommendations. The Office also published a joint

report with the UNDP, which details successful social protection floor experiences in 18 countries and shows that social protection is both a social necessity and an investment in economic development.

177. Ensuring collaboration at the national level with other international organizations, such as the International Monetary Fund (IMF), the World Bank and other UN agencies, has proven challenging. Where this has worked effectively it has ensured coherent and comprehensive policy advice to member States and eventually led to the adoption of national strategies to extend social security. Interactions with international organizations can require a significant investment in terms of advocacy and capacity building to overcome different institutional cultures; these interactions have been most successful in countries where there was a constant ILO presence. For example, the ILO has worked with the IMF to develop a procedure to identify social protection floor gaps, establish the cost to close them and the potential resources available for policy action.
178. Over the past years (and even in times of crisis), there has been wide acceptance of the crucial role played by social security in economic and social development. However, due to fiscal and budgetary constraints, some countries are cutting back on their social security outlays. The challenge is therefore to ensure that this does not become systemic and that the momentum and the strategic commitments made by member States to extend social security are given support. There will be a need to increase advocacy and to provide support to member States in this area.
179. To address the above challenges, in 2012–13 the Office will develop a technical cooperation strategy for the next biennium. The strategy will address social security advisory services, in accordance with guidance received from the Governing Body in November 2011. It will also develop concrete steps to ensure greater coherence for ILO interventions, building on the lessons learned in an ongoing joint social protection and employment policy development project in Burkina Faso, Cambodia and Honduras.
180. Given the very broad range of technical advice sought by constituents to implement and strengthen national social security schemes, the ILO needs to enter into partnerships with institutions which complement its expertise and thus increase the support provided to constituents. As a first step, a Memorandum of Understanding will be signed with the International Social Security Association to broaden the reach to its membership. Building on the capacity-building strategy, further partnerships will be sought with teaching institutions in Asia and Latin America, and possibly in the Arab States region.

Outcome 5: Women and men have better and more equitable working conditions

Performance

181. The delivery of this outcome strategy relied on a substantive expansion of the knowledge base on trends and measures to advance national policy towards better and more equitable working conditions. This was combined with advocacy and training initiatives to strengthen the capacity and confidence of national constituents to embark upon and implement reforms in this area.
182. With regard to general working conditions, six member States (one more than targeted) adopted policies or implemented strategies to improve working conditions (indicator 5.1). This included countries like Costa Rica, Lebanon and Paraguay, where significant progress was recorded in the area of domestic work.

183. The Office's assistance to those countries was informed by global-level work, which has focused on:

- building up a substantial knowledge base on the regulation of domestic work and the protection of domestic workers;
- developing a series of policy briefs and other information resources, including global and regional estimates of the domestic worker population; and
- launching a global information dissemination campaign using a wide variety of forums and media.

184. In June 2011 this led to the adoption by the ILC of the first ever internationally agreed labour standards on domestic workers – the Domestic Workers Convention, 2011 (No. 189) and its accompanying Recommendation No. 201.

185. In the area of wages (indicator 5.2), the ILO released the *Global Wage Report 2010–11*, underpinned by a new Global Wage Database. The database has provided the global knowledge base to make the ILO a worldwide clearinghouse on wage statistics and has established the empirical foundation to advance its wage-related work. This foundation served as the base for the policy reforms on minimum wage-fixing introduced in China and Mongolia, and the wage policy adopted in the Philippines (100 per cent of the target reached).

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia-Pacific	Europe-Central Asia
5.1: Number of member States in which tripartite constituents, with ILO support, adopt policies or implement strategies to promote improved or more equitable working conditions, especially for the most vulnerable workers	5 member States	6 member States	United Republic of Tanzania	Brazil, Costa Rica, Dominican Republic, Paraguay	Lebanon		
5.2: Number of member States that, with ILO support, strengthen their institutional capacity to implement sound wage policies	3 member States	3 member States				China, Mongolia, Philippines	

186. In addition, substantial progress has been made in several other member States, including Cape Verde, Chile, Costa Rica, Egypt and Uruguay, laying the groundwork to achieve future results in 2012–13 and beyond. The strategy is therefore on track to deliver on the position to be reached by 2015, as set out in the Strategic Policy Framework 2010–15, whereby constituents in some 20 member States have developed labour protection policies that contribute to improved working conditions and/or greater equity in conditions between women and men.

Linkages to other outcomes

187. The Office developed guidelines on national labour laws for domestic workers as a follow-up to the new Convention No. 189, in close cooperation with work related to social dialogue and industrial relations (outcome 12). Because of their cross-cutting nature, domestic work issues were addressed through a joint effort related to the promotion of

international labour standards in the Philippines (outcome 18) and are also part of results recorded under other outcomes. These include results related to gender equality and social security in India (outcome 4) and migration and trafficking in Indonesia (outcome 7). Finally, a partnership effort related to sectoral approaches (outcome 13) was essential to adapt the Work Improvement in Small Enterprises (WISE) methodology to the needs of the health sector in the United Republic of Tanzania, resulting in the implementation of the HealthWISE programme in that country.

Gender equality and non-discrimination

- 188.** Convention No. 189 and its related Recommendation No. 201 address a range of issues relating to gender equality, from working conditions to privacy rights to social security. The new Maternity Protection Resource Package has been applied in several countries to build the capacity of ILO constituents with respect to maternity protection at work. In the United Republic of Tanzania, a combined awareness-raising campaign and training strategy on maternity protection built the capacity of all three constituent groups. In Cambodia, China, Philippines and Zambia, the national adaptation and dissemination of the resource package is also contributing to expanding maternity protection, and by extension maternal and child health, as well as women's empowerment among the most vulnerable groups. This has been supported by extensive use of the package within the framework of the Gender Academy at the Turin Centre.

Building the capacity of constituents

- 189.** In response to a growing demand from constituents, the ILO has provided technical advice to countries across the world on both institutional aspects of minimum wage-setting as well as on the economic criteria for determining their levels. Global training courses on building effective wage policies were also conducted in collaboration with the Turin Centre, with regional training courses in both Turin and field locations, such as South Africa. These courses, along with "wage policy clinics" providing tailor-made training on demand at the national level, have helped to build the capacity of ILO constituents regarding wage-setting issues, including minimum wage-fixing. They have also supported efforts to build a global network of wage specialists.
- 190.** In the area of domestic work, the Office supported, through policy advice and capacity building for government authorities, the policy and institutional reforms that took place in Brazil and Paraguay. It also provided technical support to national trade union initiatives to organize domestic workers and strengthen trade union capacity to respond to the needs of domestic workers in Lebanon, Costa Rica and Dominican Republic.
- 191.** A stream of work to assist countries in developing effective responses to the crisis led to technical assistance aimed to build constituents' capacity to develop and implement effective work-sharing programmes and included a tripartite technical workshop. Action around the Maternity Protection Resource Package also promoted cross-fertilization across regions, such as a special event on wage policy held during the Americas Regional Meeting in Santiago, where a leading wage expert from China attended to share that country's experiences. Lastly, a Tripartite Meeting of Experts on Working-Time Arrangements in 2011 – the first international policy discussion of working-time issues in almost two decades – resulted in a set of conclusions entitled *Working Time in the Twenty-first Century* that will guide the ILO's future work in this area for years to come.

Lessons learned and the way forward

- 192.** The overarching lesson is that delivery of the strategy was effective because the Office's work spanned three elements concomitantly – sound knowledge base, partnerships and

awareness raising/capacity building – with each of them in turn contributing to advancing the other two. This lesson will be taken into account in implementing the strategy for 2012–13.

193. An empirically sound knowledge base can make a major difference in identifying recent trends and effective policies, as well as in building the capacity of constituents. Such a knowledge base not only informs research and analytical products and the development of effective policies, it also makes the policy advice provided by the Office much more credible in the eyes of constituents. For example, reforms in wage setting can be highly controversial and require comprehensive studies, such as wage surveys, to support recommended strategies.
194. The importance of partnering with other UN agencies, the European Commission and other European institutions (such as the European Foundation for the Improvement of Living and Working Conditions), and non-governmental organizations (NGOs) has been proven again. For example, the Maternity Protection Resource Package was developed at global level based upon a close collaboration with the Turin Centre, the World Health Organization (WHO), the United Nations Children’s Fund (UNICEF), the United Nations Population Fund (UNFPA), and UN Women, in the framework of joint UN programmes.
195. The final text of Convention No. 189 and Recommendation No. 201 was adopted with overwhelming tripartite support. International partners also expressed broad support, including the UN and European Union. This widespread approval was the result of a bold awareness-raising and capacity-building strategy, which made available a variety of material through a range of different channels. Research findings, policy briefs and other practical tools were accessible through the ILO web portal on domestic work, national and regional consultations and conferences, email alerts and technical advisory services.

Outcome 6: Workers and enterprises benefit from improved safety and health conditions at work

Performance

196. ILO support enabled eight member States to adopt national OSH profiles, programmes or legislation to promote improved safety and health at work. It also allowed 13 member States to establish or revitalize tripartite OSH-related institutions or to enhance the capacity of relevant government authorities and/or social partners to deliver improved OSH services at the national, sectoral or workplace level.
197. Experience has shown that results were more significant in those countries that had embraced a coherent strategy inspired by the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and which had aimed to establish a preventive safety and health culture in the workplace. These countries pursued a comprehensive and progressive approach to developing a national OSH strategy (from the design of a national OSH profile, to policy and programme development), involving all relevant partners from the outset. This contributed to building national ownership, fostering inter-institutional cooperation, and facilitating the introduction of improved OSH practices and policies at the workplace.
198. Significant achievements in these areas included:
 - adoption of new OSH laws or regulations (Albania, Kazakhstan, Thailand) or OSH profiles or programmes (China, Lao People’s Democratic Republic, Republic of Moldova, Viet Nam, Zambia);

- establishment of national tripartite OSH councils (Albania, Azerbaijan, Lao People's Democratic Republic, Mexico, Niger, Thailand, Russian Federation, Zambia);
- improvement of OSH inspection services, notably in Azerbaijan and the Republic of Moldova, where the Government is committed to being the leading force in the modernization of labour inspection services and OSH in the region, and in Kazakhstan, where the introduction of a training programme and a new database on high-risk enterprises has increased the effectiveness of labour inspection; and
- introduction of an occupational accident and occupational disease insurance, such as in Thailand, which extended coverage to small and medium-sized enterprises.

199. At the global level, the Istanbul Declaration on Safety and Health at Work was adopted at a Summit of Ministers of Labour meeting prior to the XIX World Congress for Safety and Health at Work in 2011. The Declaration reiterates the 2008 Seoul Declaration's commitments to promote a preventative safety and health culture worldwide, place occupational safety and health high on national and regional agendas, and review progress. A new global OSH network, of which the ILO is a part, was also created during the World Congress. It is expected to reinforce synergies between international commitments and national efforts.

Results by indicator and by region

Indicators	Target	Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
6.1: Number of member States that, with ILO support, adopt policies and programmes to promote improved safety and health at work	10 member States, across all regions	8 member States, across 3 regions	Zambia			China, Lao People's Democratic Republic, Thailand, Viet Nam	Albania, Kazakhstan, Republic of Moldova
6.2: Number of member States in which tripartite constituents, with ILO support, implement programmes to promote improved safety and health at work	10 member States, across all regions	13 member States, across 4 regions	Benin, Mauritius, Niger, Zambia	Barbados, Mexico		Lao People's Democratic Republic, Thailand	Albania, Azerbaijan, Kazakhstan, Republic of Moldova, Russian Federation

200. The above results contribute considerably towards the position to be reached by 2015 as set out in the Strategic Policy Framework 2010–15, whereby at least 30 member States have adopted national OSH profiles, programmes or policies and/or started to implement measures based on the programmes to improve OSH.

Linkages to other outcomes

201. Work intersecting OSH and specific economic sectors led to the development of training materials on OSH in the construction sector and to preliminary work in previously uncharted areas, such as the OSH dimensions of green jobs and the management of electronic waste (outcome 13). Analytical inputs on social security fed into the design of a survey on insurance against occupational accidents and diseases (outcome 4).

Gender equality and non-discrimination

202. Gender concerns were addressed in new materials on risk assessment, and in the 2011 revised edition of the interactive training programme “Addressing Psychosocial Factors

through Health Promotion in the Workplace” (known as SOLVE), which is designed to integrate health promotion into OSH policies and action at the enterprise level. The SOLVE programme deals with emerging occupational risks, such as stress and physical and psychosocial violence, which have distinct gender dimensions. Practical guidelines and recommendations aimed at identifying and addressing women’s and men’s specific OSH risks and circumstances will be available in early 2012.

Building the capacity of constituents

- 203.** The ILO supported national action to develop a coherent approach to OSH, going from country profile to policy to programme, by supplying technical advice and good practices, guidelines and training in the Lao People’s Democratic Republic, Republic of Moldova, Viet Nam and Zambia, among others. In some cases, the focus was on strengthening countries’ ability to develop their own capacity on OSH. For example, in Kazakhstan, where the ILO has been building institutional capacity over several years, a solid and broad network of trainers in OSH management and risk assessment has been established and is fully operational. In Mexico, the ILO assisted the Ministry of Labour to develop a module on OSH in underground coalmines as part of its Distance Learning Programme targeting constituents.
- 204.** The Office has also assisted workers’ and employers’ organizations to introduce or institutionalize OSH-related training as part of their services to their members. This was the case, for instance, with the Trade Union Confederations of Benin and Niger, both of which have instituted extensive training courses for members and workplace OSH committees. Similarly, the Employers’ Confederation of Moldova has made training on risk assessment a mainstay of the services it supplies to its members, while the Employers’ Federation of Mauritius is using an “OSH Pack” published with ILO support in training courses for its members.
- 205.** Efforts to ensure greater synergies between the capacity-building components of technical cooperation projects related to this outcome and OSH-related training programmes run by the Turin Centre have been made this biennium, and will be consolidated in 2012–13.

Lessons learned and the way forward

- 206.** An enhanced ILO knowledge base on OSH is crucial to deliver better-informed policy advice and technical assistance to ILO constituents. To gain a more accurate view of trends and emerging or persistent policy issues, the Office will start to gather and process statistical and legal information on key OSH indicators in 2012–13. Policy briefs and information notes on selected themes, such as OSH in small and medium-sized enterprises or OSH for migrant workers, will also be produced. To this end, and for cost-effectiveness reasons, the Office will establish partnerships with the core national and regional OSH collaborating centres. These partnerships will also be part of the updating of the ILO *Encyclopaedia of Occupational Health and Safety*. The next edition will be entirely electronic and will act as an interactive platform and a repository for a range of OSH information resources produced both by the ILO and by specialized institutions from around the world.
- 207.** To achieve real impact at the national and workplace levels, a systematic approach to OSH – going from national OSH profiles to OSH policies and programmes – must be promoted in cooperation with all concerned stakeholders. The various components of the OSH system (OSH inspection, occupational health services or employment injury insurance) should be addressed progressively and stakeholders should be equipped with the required knowledge and skills to ensure that they are all “on the same page”. The tools that

were developed and tested during this biennium will be disseminated and used on a larger scale in 2012–13.

- 208.** High-profile global events or campaigns, such as the World Congress or the World Day for Safety and Health at Work, are unique opportunities to focus national and international attention on key OSH concerns and mobilize national and international efforts. To enhance outreach and impact, the Office will rely more actively on the network of national and regional OSH collaborating centres mentioned earlier.
- 209.** Middle-income countries are often those most interested in adopting an integrated approach to OSH and conditions there appear to be riper for obtaining a lasting effect. Extra-budgetary funding, however, is not always forthcoming in these countries. There is a need for more innovative funding strategies in such countries to combine regular budget resources and voluntary contributions with South–South cooperation. The latter could help the transmission of OSH expertise and knowledge from trendsetting countries to other countries in the same region.

Outcome 7: More migrant workers are protected and more migrant workers have access to productive employment and decent work

Performance

- 210.** ILO support enabled 14 member States to reform their legal, policy or institutional frameworks on labour migration, as measured under indicators 7.1 and 7.2. The most significant progress achieved with ILO support is with regard to enhanced institutional capacity to govern labour migration, including through strengthened inter-ministerial coordination mechanisms, such as in Brazil, Ecuador, Georgia and Indonesia.
- 211.** Assistance to government authorities at the central level contributed primarily to the strengthening of ministries of labour (Azerbaijan, Georgia, Jordan, Peru, Lao People's Democratic Republic) and public employment services (Armenia). At the local level, assistance to authorities and to migrants' associations resulted in the setting up of migration centres to provide information and support to potential migrant workers and mechanisms to promote the economic and social reintegration of return migrants (Georgia, Philippines, Senegal).
- 212.** Several countries also adopted national migration policies and revisions of legal provisions on migration in labour or migration laws (Armenia, Brazil, Indonesia, Jordan and Nigeria). Reliable data on labour migration remains a challenge in many countries, though ILO support enabled some countries to make progress in this area (Armenia, Brazil, Russian Federation).
- 213.** In addition, ILO technical inputs to proposals for two EU directives on labour migration were reflected in an amendment by the European Parliament, which ensures the application of the equality principle between third-country national migrant workers and national workers, with respect to the payment of acquired pensions when moving to a third country.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
7.1: Number of member States that, with ILO support, adopt gender-sensitive labour migration policies to protect migrant workers that reflect the ILO Multilateral Framework and the provisions of relevant international labour standards	5 member States	9 member States	Nigeria	Brazil	Jordan	Indonesia, Lao People's Democratic Republic	Armenia, Azerbaijan, Georgia, Russian Federation
7.2: Number of member States that, with ILO support, adopt gender-sensitive labour migration policies and practices that reflect the ILO Multilateral Framework with a view to promoting productive employment and decent work for migrant workers	5 member States	5 member States	Senegal	Plurinational State of Bolivia, Ecuador, Peru		Philippines	

214. Overall, the strategy is on track to meet the position to be reached by 2015 as set out in the Strategic Policy Framework 2010–15. This position requires that in at least 25 member States measures will be in place to protect migrant workers and manage labour migration.

Linkages to other outcomes

215. The strategy for this outcome includes work on skills development and skills recognition, cooperatives and social economy, social protection, anti-trafficking and non-discrimination at work (outcomes 2, 3, 4, 15 and 17). This integrated approach is exemplified by ILO-supported initiatives in the Greater Mekong region, which address the linkages between labour migration governance and trafficking for forced labour. Similarly, such an integrated approach is also reflected in inter-regional work on recruitment practices and trade union cooperation, for example in relation to Asian migrants working in Gulf countries. Analytical inputs on labour migration fed into preparatory work that led to the adoption of the Domestic Workers Convention, 2011 (No. 189) and its accompanying Recommendation No. 201 (outcome 5).

Gender equality and non-discrimination

216. National policies developed during the biennium with ILO assistance include specific provisions to address the gender dimension of labour migration. For example, in Indonesia the ILO provided technical inputs to government and national stakeholders on the formulation of the new National Mid-Term Development Plan (2010–14). The final document includes several gender mainstreaming measures to address discrimination based on sex and protection for the most vulnerable migrant workers, notably migrant domestic workers who are almost exclusively female. The ILO also continued to promote the right to non-discrimination and equal treatment of migrant workers in the work of the international community, in line with the provisions of ILO Conventions and the ILO Multilateral Framework on Labour Migration, such as through joint statements and publications by the Global Migration Group.

Building the capacity of constituents

- 217.** The ILO has built up the capacity of constituents in the governance of labour migration, notably through policy dialogue and training for members of government bodies dealing with migration; for staff from ministries of labour, public employment agencies and agencies working on data collection; and for employers' and workers' organizations. This resulted in an increased number of policies to protect migrant workers and improve labour migration governance that were developed through tripartite consultations, as well as through bilateral agreements, such as the agreement finalized between Georgia and France.
- 218.** The capacity of government institutions at the central and local levels to provide improved services to migrant workers has increased as a result of ILO assistance, in areas such as pre-departure training, national information campaigns and national hotlines (Russian Federation), and on concrete measures promoting the economic and social reintegration of return migrants. In the Philippines, 300 return migrants who had been victims of abuse and exploitation were assisted in their socio-economic reintegration through skills training, financial, legal and psycho-social assistance. Also noteworthy is the proactive engagement of trade unions in countries of origin and destination, with the aim of protecting and assisting migrant workers in the respective countries. This has often taken the form of cooperation agreements signed between national trade unions, such as those from the southern Caucasus countries. Also, with ILO assistance the Confederation of Trade Unions of Armenia established migration centres providing advice to migrant workers in more than 25 regions of that country.
- 219.** ILO support to various regional economic communities (such as the East African Community, the Southern African Development Community and the Commonwealth of Independent States region) helped develop the institutional capacities of entities responsible for designing legal instruments to enhance social protection to migrant workers and their families. The Association of Southeast Asian Nations (ASEAN), with ILO assistance, has enhanced bilateral and multilateral cooperation, and advanced the implementation of the ASEAN Declaration on the Promotion and Protection of the Rights of Migrant Workers.
- 220.** The Turin Centre continued to be a strategic partner in the delivery of capacity development. In addition to standard courses on labour migration, the Labour Migration Academy was launched in July 2011. The Academy, organized in a strategic collaboration with other UN agencies, has a multidisciplinary approach, targeting a wide group of participants, which allows participants to specialize in a particular topic.

Lessons learned and the way forward

- 221.** Several evaluations have underscored the critical role that the ILO can play in policy discussions and activities on labour migration at the global level, notably to ensure the recognition of the normative framework protecting migrant workers' rights and the participation of the social partners. The effectiveness and importance of collaboration with institutions at subregional and regional levels, as well as of inter-regional partnerships, in the governance of labour migration has been proven again in 2010–11.
- 222.** A sound knowledge base on labour migration provides the foundation not only to inform policy advice and capacity-building services to constituents, but also to expand the portfolio of ILO projects funded through extra-budgetary resources. The Office will build on existing partnerships with other international organizations and research institutes to strengthen the analytical underpinnings of the strategy, notably by expanding updated statistical data and analysis.

- 223.** Evaluations of past ILO regional initiatives on labour migration have found that the project design often lacked the flexibility to adequately respond to the evolving needs and circumstances occurring in countries over time. The Office will work with donors to build greater flexibility in the approach underpinning future multi-country and multi-year projects.
- 224.** Interventions that address labour migration in combination with other elements of the Decent Work Agenda are proving effective to mobilize constituents' buy-in and to heighten cooperation among governments and social partners. This lesson suggests that future ILO actions need to further integrate labour migration-specific interventions with wider national policy priorities.
- 225.** The measurement system currently in place has shortcomings for the accuracy of reporting. The two indicators are very similar, which may lead to overlaps in reporting. Moreover, the indicators only allow for the capturing of results at country level, when results achieved with ILO support are increasingly also occurring at the subregional and regional levels. The Office will consider measures to allow for more accurate measurement and reporting of results.

Outcome 8: The world of work responds effectively to the HIV/AIDS epidemic

Performance

- 226.** With ILO support, 42 countries developed national tripartite HIV and AIDS workplace policies (indicator 8.1) and constituents in 16 member States implemented related programmes (indicator 8.2). The ILO strategy focused on Africa, which is at the epicentre of the AIDS epidemic, and was successful in generating most of its results from this region. Overall results reflect an increased commitment and capacity of constituents to address this topic with ILO support, in particular following the adoption by the ILC of the HIV and AIDS Recommendation, 2010 (No. 200).
- 227.** Recommendation No. 200 has provided constituents with practical guidance for effective national responses in the workplace. Its provisions were integrated into national tripartite workplace policies on HIV in more than 30 member States and informed national labour court decisions in Brazil and South Africa.
- 228.** At the global level, ILO advocacy work resulted in Recommendation No. 200 being referred to as a key human rights instrument in the Political Declaration adopted by the UN General Assembly High-Level Meeting on AIDS (June 2011). In its capacity as a co-sponsor of UNAIDS, the ILO established a global Inter-Agency Task Team as a coordination mechanism for workplace and private sector issues. Within the UNAIDS social protection working group, the ILO contributed to strengthening the knowledge base on good practices for extending HIV-sensitive social protection through workplace structures in countries such as China, Costa Rica, Honduras, Indonesia, Nicaragua, South Africa and Sri Lanka.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
8.1: Number of member States that, with ILO support, develop a national tripartite workplace policy on HIV/AIDS, as part of the national AIDS response	50 member States, of which at least 10 in Africa, 5 in Asia and in the Americas, 3 in Europe and 2 in the Arab States	40 member States and 2 territories	Botswana Burkina Faso, Burundi, Cameroon, Chad, Congo, Democratic Republic of the Congo, Ethiopia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mali, Namibia, Senegal, Sierra Leone, South Africa, Swaziland, United Republic of Tanzania, Zambia, Zimbabwe	Anguilla, Antigua and Barbuda, Brazil, Chile, Costa Rica, Honduras, Montserrat, Nicaragua, Paraguay, Saint Kitts and Nevis, Saint Vincent and the Grenadines		China, Philippines, Sri Lanka, Thailand	Armenia, Azerbaijan, Kazakhstan, Tajikistan, Ukraine
8.2: Number of member States where tripartite constituents, with ILO support, take significant action to implement HIV/AIDS programmes at workplaces	10 member States	16 member States	Ghana, Kenya, Liberia, Mozambique, Sierra Leone, United Republic of Tanzania, Zimbabwe	Plurinational State of Bolivia, Guyana		Cambodia, China, India, Indonesia, Lao People's Democratic Republic, Viet Nam	Russian Federation

229. In the goal set out in the Strategic Policy Framework 2010–15, a national tripartite workplace policy is integrated in national AIDS strategies in at least 90 member States by 2015. The results achieved in 2010–11 indicate that the ILO has come almost halfway towards meeting this goal.

Linkages to other outcomes

230. Work under this outcome contributed to advancing other outcomes by supporting efforts to provide decent jobs to people living with HIV, promote youth employment in the global response to HIV, protect migrant workers and vulnerable groups in the informal economy, promote HIV-sensitive social protection and address HIV in occupational safety and health to prevent HIV-related discrimination at the workplace (outcomes 1, 2, 4, 6, 7 and 17). For example, with ILO support Cameroon and the United Republic of Tanzania successfully implemented economic empowerment programmes for HIV-positive women through rural cooperatives and access to microfinance. In turn, this helped reduce stigma and discrimination. Assistance to Costa Rica led to the adoption of a national guideline on HIV and AIDS and the world on work, which introduces HIV and AIDS prevention within OSH programmes at the workplace.

Gender equality and non-discrimination

231. Through a new tool on mainstreaming gender in workplace responses to HIV and AIDS, the Office supported constituents in developing gender-sensitive projects. Workplace programmes implemented in Indonesia and Sri Lanka included prevention of gender-based violence (a pre-cursor to HIV infection), while sex workers in Nepal and Cambodia were assisted to access HIV prevention and treatment. In southern Africa, gender inequalities perpetuating the epidemic were tackled by enhancing women's finance and business skills through targeted capacity building. Similarly, gender components were incorporated into national AIDS responses for the world of work in Namibia, Sri Lanka and Ukraine, among others. Specific provisions to protect against HIV-related discrimination at the workplace were introduced in the national workplace policies in Armenia, Liberia and the Philippines.

Building the capacity of the constituents

232. The strategy to enhance the capacity of ILO constituents included support to help them build new partnerships and mobilize additional resources, in particular from the Global Fund to Fight AIDS, Tuberculosis and Malaria. With ILO assistance, constituents leveraged over US\$48 million for their HIV and AIDS activities, while inter-regional and national institutions mobilized a total of US\$33 million to address HIV/AIDS workplace-related responses.

233. In cooperation with the Turin Centre, the Office delivered training to over 180 constituents. This involved annual courses ("HIV/AIDS and the world of work – A prevention and social protection perspective"), targeted training for judges and legal professionals, and HIV-oriented courses for employers' and workers' organizations. The delivery of the strategy relied on a peer education approach for workplaces, based on the provision of peer education among representatives of employers' and workers' groups, enterprise training manuals and behaviour change communication toolkits.

234. A number of new tools were used to support the legislative, policy and programme reforms that took place in member States. For example, the new ILO guidelines for HIV and AIDS in the transport, postal, mining, education and tourism sectors guided ILO policy advice and capacity building for constituents in the process leading to the development of HIV/AIDS policies for the transport sector in Ghana, for the mining and education sectors in Sierra Leone, and for the postal sector in Cameroon. The joint ILO–WHO–UNAIDS policy guidelines for improving health workers' access to HIV and TB prevention, treatment, care and support services informed ILO work to strengthen collaboration between ministries of health and labour in the promotion of workplace policies on HIV/AIDS in China, Senegal and the United Republic of Tanzania, and to establish bipartite mechanisms for coordinating workplace responses, such as the joint business and labour coalition in Lesotho. Also noteworthy is the increased engagement of the private sector, as exemplified by the 99 tripartite workplace programmes developed and operationalized with ILO support in Mozambique.

Lessons learned and the way forward

235. The main lessons are drawn from the implementation of the strategy in 2010–11 and the *Independent evaluation of the ILO's strategy to address HIV and AIDS*, which was discussed by the Governing Body in November 2011. They are summarized as follows:

- Robust evidence-based knowledge is needed to strengthen the analytical underpinnings of the strategy. At the national level, a priority would be to gather data and analytical information on the impact of HIV, with a view to informing focused programmes, in particular to ensure better protection and economic empowerment of

the most vulnerable and at-risk workers and their families. At the global level, as part of the joint UN effort on the social protection floor, the ILO will focus on the generation of knowledge to support new policies and programmes to scale up HIV-sensitive social protection systems. This process will include the productive participation of people living with HIV.

- The work of the biennium reaffirms the importance of extending partnerships beyond ILO constituency. At the national level, the ILO will strive for tripartite-plus dialogue to secure broad ownership and effective implementation of national laws and policies aimed at preventing HIV-related discrimination, including through the involvement of networks of people living with HIV. At the global level, the ILO will continue to build up its cooperation with other UN agencies, notably by engaging in new joint projects with UNAIDS co-sponsors and by reinforcing public–private partnerships.
- In the context of growing unpredictability of funding, a broad geographical scope of ILO interventions may not always be cost effective or yield substantial results. The Office will prioritize its assistance to countries on the basis of well-defined criteria within ILO and UN strategy frameworks.

Strategic objective: Strengthen tripartism and social dialogue

- 236.** The global economic crisis has opened up new spaces for tripartism and social dialogue in many member States, which the Office supported through its analytical and capacity-building functions. The Office facilitated the strengthening of social dialogue institutions and the participation of ministries of labour and social partners in policy discussions on how to cushion the employment and social impact of the crisis, improve the industrial relations climate and accelerate recovery. Comparative analyses of the role of social dialogue and collective bargaining in preventing lay-offs, enhancing social protection and gender equality, and reducing wage disparities were produced.
- 237.** Political developments in some countries, including Egypt and Tunisia, as well as post-crisis countries, such as Liberia, provided rapid responses to long-standing ILO concerns in relation to fundamental principles and rights at work. As a consequence, work was reoriented to provide timely and effective support to social partners in renewing and strengthening mechanisms supporting employers' and workers' organizations and industrial relations, as well as to member States in promoting effective tripartite dialogue and collective bargaining. ILO support also enabled social partners to better participate in the implementation of the Global Jobs Pact, as well as Decent Work Country Programmes (DWCPs). Large technical cooperation programmes, such as the Better Work Programme, are showing how better compliance with basic working conditions and international labour standards can also improve enterprise performance.
- 238.** A major emphasis has been capacity building for employers' and workers' organizations, to expand their ability to provide services to members and to participate in policy consultations and discussions. The Turin Centre has been a major partner in this respect. Similarly, the Office provided extensive services to countries revising their labour codes, as well as their labour administration and labour inspection policies and processes, in line with the conclusions of the 2011 ILC.
- 239.** Knowledge development has been furthered through strengthened exchanges with academic institutions, analyses of sectoral impacts of anti-cyclical measures and the convening of global dialogue forums (on sector-specific skills development and training strategies) and symposia (on precarious work or changing business needs). The Office

provided support to improvements in social and labour conditions in specific sectors in a range of countries, as a follow-up to tripartite sectoral technical policy guidance.

240. Throughout the biennium, the ILO has further extended its role as the essential reference point in matters of labour and social policies in all regions, combining its means of action with the principles contained in international labour standards.

Outcome 9: Employers have strong, independent and representative organizations

Performance

241. With ILO support, employers' and business organizations in 56 member States strengthened their institutional capacity to respond to the needs of their member enterprises and to influence national policy-making aimed at promoting sustainable enterprises, employment, growth and development. The strongest results (more than twice the biennium target) were achieved in relation to the development of new or improved membership services, confirming that this area of ILO support continues to meet the priority needs of many employers' organizations (indicator 9.2). Strong results (almost twice the biennium target) were also achieved in terms of heightened capacity of employers' organizations to influence national policy development in a way that is consistent with the priorities of their members (indicator 9.3). This was largely due to the application of new ILO tools, such as the *Enabling Environment for Sustainable Enterprises* toolkit, and the availability of extra-budgetary resources.

242. The delivery of the strategy emphasized two inter-related paths:

- *Strategic concentration of efforts and resources on well-defined priorities, moving away from isolated interventions with limited follow-up and impact* – This, combined with the more rigorous measurement system introduced in the biennium, helped to focus ILO work and orient it more directly to the achievement of results.
- *A focus on deepening the knowledge base on business representation* – A survey of employers' organizations and a literature review of academic research in this area provided useful insights into current trends and the future challenges confronting employers' organizations. The review and survey findings served as analytical inputs to the International Symposium on the Business of Representing Business, which gathered academics, leaders of employers' and business organizations and multinational enterprises in September 2011. They also fed into a subsequent meeting of the academic network of the Bureau of Employers' Activities. The conclusions of the two meetings will inform the implementation of the strategy in 2012–13.

Results by indicator and by region

Indicators	Target	Result					Europe–Central Asia
		Total No.	Africa	Americas	Arab States	Asia–Pacific	
9.1: Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their	10 employers' organizations	15 employers' organizations	Botswana, Swaziland, United Republic of Tanzania, Zambia,	Argentina, Barbados, Belize, Uruguay, Bolivarian Republic of Venezuela			Lao People's Democratic Republic, Fiji, Indonesia, Tuvalu,

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
management structures and practices			Zimbabwe			Viet Nam	
9.2: Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members	15 employers' organizations	33 employers' organizations	Ghana, Kenya, Rwanda, Uganda, United Republic of Tanzania	Argentina, Plurinational State of Bolivia, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Mexico, Peru, Trinidad and Tobago, Uruguay, Bolivarian Republic of Venezuela		Cambodia, China, Fiji, India, Indonesia, Lao People's Democratic Republic, Mongolia, Nepal, Philippines, Viet Nam	Armenia, Georgia, Republic of Moldova, Montenegro, Serbia
9.3: Number of national employers' organizations that, with ILO support, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels	15 employers' organizations	29 employers' organizations	Botswana, Ghana, Kenya, South Africa, Swaziland, United Republic of Tanzania, Uganda	Argentina, Bahamas, Plurinational State of Bolivia, Brazil, Chile, Colombia, El Salvador, Honduras, Nicaragua, Panama	Jordan, Oman	Cambodia, Mongolia, India, Indonesia, Philippines, Lao People's Democratic Republic, Solomon Islands, Thailand, Viet Nam	Bosnia and Herzegovina

243. In order for the position set out in the Strategic Policy Framework 2010–15 to be reached by 2015, the Office will need to build upon and consolidate the results achieved in 2010–11 to ensure that employers' organizations in at least 40 member States have enhanced capacity in the three areas, as measured by the outcome indicators (strategic plans, service provision, analysis of business environment and influence over policy development).

Linkages to other outcomes

244. Cross-outcome work was directed to priority areas for business, notably employment and sustainable enterprises. A noteworthy example was the development of the *Enabling Environment for Sustainable Enterprises* toolkit (outcome 3). The toolkit is a comprehensive resource for employers' and business organizations, structured around the 17 conditions to create an enabling business environment, as set out in the 2007 Conference resolution concerning the promotion of sustainable enterprises. Its application, for example in Botswana, Jordan, Mongolia and Swaziland, has proven to be effective in assisting employers' organizations to identify and tackle major constraints to enterprise development and employment growth, while strengthening their long-term capacity in this area. Another innovative product, which draws on joint work under this outcome and outcome 2, was the establishment of the ILO Global Business and Disability Network. The

Network is a public–private partnership that involves employer and business networks on disability and representatives of disabled persons’ organizations. It has helped to foster the exchange of knowledge on disability and to establish linkages between the private sector and ILO programmes.

Gender equality and non-discrimination

- 245.** The strategy emphasized ways to increase the capacity of employers’ and business organizations to address gender issues, to mainstream gender into their policies and programmes and to enhance the visibility of this work. This contributed to expanding the membership base of employers’ organizations, by helping them reach out to women in the private sector. Gender equality and non-discrimination were important components of technical cooperation projects targeting employers and their organizations. In southern Africa, the Office supported employers’ representatives from eight countries to acquire a sound competency in gender auditing. The ASEAN Confederation of Employers developed, with ILO assistance, a policy position on enhancing women’s labour participation rate in ASEAN countries. The Federation of Nepalese Chambers of Commerce and Industry is developing a policy to promote gender equality among member enterprises, which will be adapted and disseminated in 2012–13.

Building the capacity of constituents

- 246.** Capacity-building initiatives for employer constituents were based on thorough needs analyses developed through in-depth dialogue with employers’ organizations. Depending on the priorities and needs of the recipient organizations, ILO capacity-building work was focused on one or more of the following areas: deepening the empirical basis to support employers’ influence over national policy-making and building up advocacy approaches; improving or launching new membership services; and carrying out strategic planning and building of staff competency. This work included assistance to establish dedicated structures or units within employers’ organizations to enhance their analytical capacity and their ability to lobby to influence policy development (Ghana, Jordan, South Africa). It also included support to set up employers’ labour commissions, which were tasked with providing member enterprises with information, analysis and guidance on socio–labour issues (El Salvador, Honduras, Nicaragua, Panama).
- 247.** Work to enhance service provision delivered tangible results in the biennium. For example, in India, the Office helped the Employers’ Organization of Southern India (EFSI) set up a programme to fill skills gaps, through partnerships with six polytechnic colleges and through the development of tailor-made courses for young men and women. Of the 264 young people who graduated, 90 were immediately employed in EFSI member enterprises, and others set up their own businesses. Analytical work undertaken by organizations with ILO support was often the starting point for broader institutional reforms within the organizations themselves. For example, on the basis of a comprehensive assessment conducted by the ILO, the Office assisted the Oman Chamber of Commerce and Industry (OCCI) in undertaking a widespread reorganization of its committee structure. The reorganization was accompanied by improved strategic planning and an increased focus on research, policy development and the needs of smaller firms. This contributed to strengthening OCCI’s capacity to engage in policy dialogue with government and other stakeholders.
- 248.** In close collaboration with the Employers’ Programme of the Turin Centre, the Office expanded the training package Effective Employers’ Organizations to include a new module on communication. A new series of modules was launched focusing on membership service delivery, including labour law services and industrial relations/human resources services. The development of these new modules was accompanied by expanded

training through the Turin Centre and the development of plans by beneficiary organizations to sustain the capacity that they had acquired.

Lessons learned and the way forward

- 249.** Economic, social and political processes influenced by globalization and the ongoing effects of the crisis are resulting in significant transformations of employers' and business organizations. Membership diversity is becoming one of the major challenges. Representation is moving toward the development of business organizations with a broad business agenda and which can offer a wide range of services. In order to survive, organizations representing employers and businesses need to adapt and innovate to reflect new business needs. They need to take a leadership role with businesses and anticipate emerging issues and challenges in order to shape the business agenda. The Office will follow up on these lessons learned by sharpening and renewing its assistance to organizations in strategic planning, and by deepening dialogue with business organizations at a regional level, in line with the strategic orientations provided by the International Symposium on the Business of Representing Business.
- 250.** Developing capacity requires a systematic and long-term engagement based on the principles and processes of results-based management. ILO experience shows that it is crucial to develop and implement demand-driven programmes that have the buy-in, ownership and commitment of employers' organizations. Prioritization, focus and critical mass will continue to be essential components of an effective ILO strategy to support the delivery of sustainable results. The Office will also diversify and expand its resource base in order to further expand existing tools and products and develop new ones.

Outcome 10: Workers have strong, independent and representative organizations

Performance

- 251.** With ILO support, workers' organizations in 35 member States and one territory strengthened their institutional capacity to improve workers' livelihood, employment and working conditions, in particular through better planning and training programmes in line with the Decent Work Agenda (indicator 10.1). In another 24 member States and one subregion, workers' organizations contributed to advancing respect for fundamental workers' rights and international labour standards through their participation in policy discussions at various levels (indicator 10.2). In some cases, workers' organizations made progress concomitantly in both areas (Colombia and Peru) and in most cases, work at the country level involved several workers' organizations.
- 252.** The strategy focused on the promotion of international labour standards, especially freedom of association and the right to collective bargaining. National legislation, when applying international labour standards, has strengthened trade unions. Following the historic declaration on freedom of association in Egypt in March 2011, a new independent trade union was created as a result of ILO assistance. A new regional Arab Democratic Trade Union Forum was also established in September 2011. The strengthening of trade unions has expanded membership, including among groups traditionally more difficult to organize, such as women, youth, migrants and informal economy workers.
- 253.** With ILO support, trade unions in China expanded sectoral collective bargaining to address the increasing number of rights-related disputes and promoted decent work for rural migrants. In Mongolia, the number of labour dispute settlement mechanisms increased at the district level, and trade unions strengthened their ability to handle grievances. In Brazil, Office support enabled trade unions to make progress in promoting

freedom of association, collective bargaining, gender equality and the fight against child labour, as exemplified by their active participation in national-level discussions that preceded the adoption of the Domestic Workers Convention, 2011 (No. 189). In the United Republic of Tanzania (Zanzibar) a national collective bargaining model was developed with ILO assistance.

254. DWCPs and UNDAFs provide social partners with opportunities to address national development challenges. ILO support enabled trade unions to use DWCPs as an effective mechanism to address the different dimensions of the Decent Work Agenda in an integrated manner, as enshrined in both the ILO Declaration on Social Justice for a Fair Globalization and the Global Jobs Pact, especially with regard to respect for trade union rights (for example, in Armenia, Bahamas, Belize, Botswana, Cambodia, Cape Verde, Colombia, Costa Rica, El Salvador, Grenada, Honduras, Indonesia, Jordan, Mozambique, Nicaragua, Peru, Seychelles, Sudan, Swaziland, Uruguay). The ILO's resource package, entitled *Trade Unions and Decent Work Country Programmes*, supported this work.

255. The Office assisted workers' organizations to actively shape national responses to the economic crisis, in particular through strengthened tripartite and bipartite social dialogue mechanisms. This was evidenced in several countries (Cambodia, Cape Verde, Jordan) by the stronger involvement of workers' organizations in government mechanisms related to the respect of international obligations resulting from ILO compliance mechanisms, the MDGs and UNDAFs, among others.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia-Pacific	Europe-Central Asia
10.1: Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes	30 workers' organizations, of which at least 6 in Africa, in Asia and in the Americas, and at least 2 in the Arab States and in Europe	Workers' organizations in 35 member States and 1 territory	Benin, Egypt, Eritrea, Ethiopia, Mali, Mauritius, Mozambique, Namibia, Seychelles, Sudan	Argentina, Bahamas, Belize, Plurinational State of Bolivia, Brazil, Chile, Colombia, Grenada, Haiti, Mexico, Paraguay, Peru, Uruguay, Bolivarian Republic of Venezuela	Bahrain, Occupied Palestinian Territory, Oman, Yemen	Bangladesh, China, Indonesia, Mongolia, Nepal, Philippines	Armenia, Kazakhstan
10.2: Number of workers' organizations that, with ILO support, achieve greater respect for fundamental workers' rights and international labour standards through their participation in policy discussions at national, regional or international levels	20 workers' organizations, of which at least 4 in Africa, in Asia and in the Americas, 2 in Europe and 1 in Arab States	Workers' organizations in 24 member States and 1 subregion	Botswana, Burkina Faso, Cameroon, Cape Verde, Senegal, southern Africa, Swaziland	Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Peru	Jordan	Cambodia, India, Malaysia, Pakistan, Sri Lanka, Thailand	Croatia, Georgia

- 256.** Results in the biennium are on track to achieve the goal set out in the Strategic Policy Framework 2010–15, where by 2015 at least 70 workers’ organizations have the capacity to analyse economic, labour, social and environmental policies and no less than 50 workers’ organizations are actively involved in DWCPs, UNDAFs and other partnerships.

Linkages to other outcomes

- 257.** The strategy was geared towards strengthening the capacity and influence of workers’ organizations, by better integrating their concerns into the delivery of all outcome strategies. Work targeted workers and their organizations in the areas of social security, domestic workers, wages, labour migration and non-discrimination at work (among other areas), as reported under outcomes 4, 5, 7 and 17. For example, with Office support, trade unions in Armenia implemented an action programme to raise awareness of migrant workers and to cooperate with Russian trade unions to protect migrant workers from trafficking.

Gender equality and non-discrimination

- 258.** DWCPs, with a focus on results-based management principles, provided opportunities to train a new generation of trade union leaders, with a specific focus on issues affecting women. Capacity development activities on gender equality were undertaken by the Global Union federations, with ILO support, in Bangladesh, Plurinational State of Bolivia, Colombia, Nepal, Pakistan, Philippines and southern Africa. As a result of ILO assistance, trade unions in India, Indonesia, Malaysia and Thailand submitted policy proposals to their Governments on how to strengthen maternity protection and launched campaigns for the ratification of the Maternity Protection Convention, 2000 (No. 183).
- 259.** The Office supported work on gender audits, which are increasingly used by trade unions as a means to mainstream gender equality into their structures, policies and programmes. In Western Africa, some 30 women unionists became gender audit facilitators and developed a gender road map, triggering gender audits in workers’ organizations in Benin, Mali, Morocco, Niger, Senegal and Togo.
- 260.** ILO training on anti-discrimination policies, carried out in cooperation with the International Trade Union Confederation’s (ITUC) Pan-European Council, contributed to strengthening the role of trade unionists heading women’s committees in the Newly Independent States and in Central Europe. This training was supported by the ILO trade union manual, entitled *From prohibition of discrimination to promoting equality*.

Building the capacity of constituents

- 261.** ILO capacity-building activities and trade unions’ participation in the drafting of new international instruments strengthened trade unions’ core work in several areas, including:
- labour legislation, social security reforms, occupational safety and health and HIV/AIDS (Armenia, Bangladesh, Benin, China, Dominican Republic, Ethiopia, Grenada, Mexico, Namibia, Nepal, Philippines);
 - labour migration (Plurinational State of Bolivia, Nepal, Philippines, Thailand); and
 - domestic work and the informal economy (Brazil, Cambodia, Cameroon, Cape Verde, Croatia, Kazakhstan, Malaysia, Mongolia, Mozambique, Nepal, Pakistan, Peru, Philippines).

- 262.** Educational toolkits were developed to support this work, in addition to other tools such as web platforms and advocacy material. Toolkit topics covered the legal obstacles to freedom of association and collective bargaining, wages, HIV/AIDS, OSH, sustainable development and decent work, economic literacy, rural youth employment, child labour, export processing zones (EPZs), and the prevention and resolution of conflicts in crisis-affected countries. The Turin Centre developed many of the toolkits and carried out related training. It also developed a special training package on decent work.
- 263.** ILO dialogue on the implementation of the Global Jobs Pact encompassed agencies across the UN system, international financial institutions, G20 and regional economic communities. This was echoed in work with trade unions, where the ILO promoted and supported similar dialogue at the international level (ITUC), in regions (ITUC regional structures) and at the country level (e.g. Bahamas, Belize, Haiti).
- 264.** Trade unions in Latin America (Colombia, Paraguay and Uruguay) and Africa gave greater attention to the MNE Declaration, using the guide, *The ILO MNE Declaration: What's in it for Workers?*. Work was launched by ITUC and Global Union federations to organize workers throughout the supply chains of major multinational enterprises (MNEs) in order to reach global agreements with interested companies. One notable example involves the Carrefour company in Colombia, where an agreement was signed with UNI Global Union. Similar work is in progress in South Africa and other African countries, where trade union centres at the national and sectoral levels are trying to organize workers and sign a framework agreement with MTN Group, the African Telecom multinational.
- 265.** Through its Bureau for Workers' Activities, the Office assisted trade unions to deepen the knowledge base needed to enable them to effectively respond to the crisis and other existing challenges in the world of work. Noteworthy examples were:
- an international symposium held in October 2011, where trade union and labour experts from around the world discussed options and produced recommendations on policies to combat precarious work;
 - the Global Labour University Conference, "Labour and the Global Crisis: Sharing the Burden (!) Shaping the Future (?)", which involved unions and academic experts to discuss analyses of the crisis, identify short-term stabilization options and long-term solutions, and debate how to meet the challenge of re-regulating the global economy to increase the control of democratic government over global capital;
 - a number of Global Union Research Network (GURN) workshops on climate change and the green economy, which strengthened trade unions' positions on sustainable development and employment, and on the labour market impacts of the transition to a carbon-efficient future; and
 - master programmes on labour and globalization for trade unionists as part of South-South and triangular cooperation in Brazil, Germany, India and South Africa, which trained over 100 graduates, many of whom took over responsibilities on research and policy development.
- 266.** The ILO's *International Journal of Labour Research* also provided an excellent space for intensive exchange among trade unions and academia on crisis-related solutions.

Lessons learned and the way forward

- 267.** Excessive trade union fragmentation in some countries continues to be an obstacle to efficient negotiations with employers' organizations and governments and to the

implementation of the Decent Work Agenda, as the findings of an ILO study entitled *Trade union pluralism and proliferation in French-speaking Africa* show. The ILO was able to effectively address this issue by involving numerous trade union centres within the tripartite steering committees of DWCPs, to help them define unified trade union agendas. One priority area for 2012–13 will focus on strengthening union participation and common action platforms, particularly within the framework of DWCPs, with a view to fostering more effective action and eventual unification of trade unions.

- 268.** Workers are the first to suffer from weaknesses in national labour legislation and related enforcement systems (e.g. lack of labour courts). The key role that trade unions can play in delivering the ILO mandate on international labour standards has again been proven in the biennium. Going forward, more efforts should be devoted to supporting tripartite dialogue mechanisms, such as those established in Cambodia, Kazakhstan, Malaysia and Mozambique, and to developing regional networks of experts, building on the positive experience of those set up in the process leading to the adoption of Convention No. 189. Similarly, capacity on collective bargaining and social dialogue, as tools to address discrimination in employment and occupation, should be deepened. There is also a need to better integrate the priorities of social partners into UNDAFs and into the activities of the UN and multilateral system, starting with fundamental rights at work.

Outcome 11: Labour administrations apply up-to-date labour legislation and provide effective services

Performance

- 269.** Over the biennium, with ILO support, 11 member States strengthened their labour administration systems (indicator 11.1) and an additional 11 member States reinforced their systems of labour inspection (indicator 11.2). These results are due to strong constituent engagement and an increase in donor support, as reflected in the resolution concerning labour administration adopted by the ILC in June 2011.
- 270.** The Office strategy emphasizes three key areas:
- building country-level comparative knowledge by helping countries conduct national needs assessments on labour administration and inspection systems, which then served as a basis to develop targeted technical assistance programmes (China, Honduras, India, South Africa, Ukraine and United Arab Emirates);
 - developing the institutional capacity of labour administration and inspection systems to respond to identified training needs; and
 - facilitating opportunities for cross-country partnerships for peer learning and assistance on labour inspection (e.g. between South Africa, India and Brazil; between Angola, Brazil and Portugal; between Latin American labour inspectorates; and between ASEAN countries).
- 271.** With regard to labour law reform (indicator 11.3), the Office provided technical assistance to some 35 countries, three of which introduced up-to-date legislation that improves legal protection for workers and appropriate regulation of the labour market. Another eight countries made good progress, although the process of national labour law reform was not fully completed by the end of the biennium (Cambodia, Fiji, Iraq, Liberia, Nepal, Seychelles, Viet Nam and Zambia). A smaller number of countries (Kuwait, Romania and Slovakia) completed the reform process, but the new laws did not reflect at least 50 per cent of ILO policy advice as set out in the measurement criteria under indicator 11.3.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
11.1: Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards	10 member States, of which at least 1 in each region	11 member States, at least 1 in each region	Angola, Burkina Faso, Mali, Senegal, Togo, United Republic of Tanzania	Paraguay, Uruguay	Jordan	Indonesia	Republic of Moldova
11.2: Number of member States that, with ILO support, strengthen their labour inspection system in line with international labour standards	8 member States, of which at least 1 in each region	11 member States, at least 1 in each region	South Africa	Brazil, El Salvador, Peru	Oman, Syrian Arab Republic, Yemen	China, India	Albania, The former Yugoslav Republic of Macedonia
11.3: Number of member States that, with ILO support, adopt new or improve existing labour laws in line with international labour standards, in consultation with the social partners	5 member States, across all regions	3 member States, across 2 regions		Belize			Armenia, Republic of Moldova

272. In line with the goal set out in the Strategic Policy Framework 2010–15, labour administration is to be strengthened in at least 20 per cent of member States (37 countries) by 2015 and plays a key role in formulating and implementing labour policies and laws. In at least 15 member States, up-to-date legislation provides improved legal protection to workers and an appropriate regulation of the labour market. Overall results indicate that the ILO has come almost halfway towards meeting this goal.

Linkages to other outcomes

273. In the provision of its labour law advisory services, the Office drew on work related to sustainable enterprises, social security, working conditions, labour migration, freedom of association and non-discrimination (outcomes 3, 4, 5, 7, 14 and 17). Two training modules on rural labour inspection were designed to improve employment and conditions of work in the rural economy (outcome 1). These modules were used as part of ILO services in El Salvador, The former Yugoslav Republic of Macedonia and the Republic of Moldova. Training of labour inspectors in the United Republic of Tanzania and the rapid assessment of the labour administration system in Egypt contributed to improving the application of fundamental principles and rights at work (outcome 15). Technical assistance on labour inspection also included support for countries working towards the ratification of ILO governance Conventions, such as the Labour Inspection Convention, 1947 (No. 81), in the Czech Republic (outcome 18). Support for a first ever policy dialogue between labour officers and judges in Indonesia contributed towards improving cooperation between the labour inspectorate and judiciary for more effective labour law compliance (outcome 12).

Gender equality and non-discrimination

274. In cooperation with the Turin Centre, the Office developed a new module on labour inspection and gender equality to assist inspectors to identify situations of gender discrimination and to encourage the development and monitoring of workplace gender

equality plans. This material has been translated into several languages and has been used for capacity-building activities in China, Brazil, Indonesia, South Africa and Ukraine. The material has also been used to raise awareness among government authorities about the value of gathering sex-disaggregated data from enterprises and of striving for a balance between male and female labour inspection staff. Gender equality and non-discrimination have been systematically addressed as part of the ILO's labour law advisory services to member States and were reflected in the reforms introduced in countries, such as the Republic of Moldova.

Building the capacity of constituents

- 275.** In partnership with the Turin Centre, the Office produced and delivered four extensive training curricula (on labour administration, labour inspection, participatory labour law making, and the employment relationship). More than 1,600 labour inspectors from 17 countries were trained using the materials on modern inspection practices. This work supported the development and implementation of budgeted training plans in countries such as Cambodia, El Salvador, Honduras, India, Indonesia, Lebanon, Oman, Syrian Arab Republic, the United Republic of Tanzania and Yemen. In 2011, the Office launched the first ever Labour Administration and Inspection Academy, which provides a forum for inter-regional exchanges on shared challenges and peer learning on good practices.
- 276.** Capacity building to social partners, legal drafters and judges was also delivered on the employment relationship, the termination of employment and labour law making, particularly in countries engaged in labour law reforms. The ILO developed new tools to support these areas, including a self-assessment tool for ministries of labour to evaluate the effectiveness of the labour administration system in their country.
- 277.** One trend emerging from ILO research and technical assistance work around the promotion of the Employment Relationship Recommendation, 2006 (No. 198), is that judges, policy-makers, social partners and international organizations are increasingly using the guidance provided by the Recommendation to determine the existence of an employment relationship. For example, in response to ILO guidance given to a legal consultation group, the OECD incorporated specific reference to Recommendation No. 198 in its 2011 updated *Guidelines for Multinational Enterprises*.

Lessons learned and the way forward

- 278.** The main lessons stem from the general discussion on labour administration and labour inspection at the ILC in 2011 and from feedback provided by government authorities and social partners during the implementation of the programme in 2010–11. They can be summarized as follows:
- The effectiveness of the strategy is hampered by important knowledge gaps. The Office will need to expand its knowledge base on issues such as the intersection between public inspection and private monitoring initiatives; effective approaches to provide labour administration and inspection services to workers in the informal economy; and a statistical methodology for improving the collection of labour inspection data.
 - There is a need for tailored training tools that will enable self-study and which will allow people to receive certification of their qualifications (such as an automatically generated certificate) upon successful completion of the training. The Office will transform some of its current training packages into self-guided tools and e-learning packages.

- Investing in building up inter-regional networks of national experts on labour administration and labour inspection pays off. It contributes to nurturing in-country institutional capacity and fostering cross-country cooperation and peer learning, while maximizing the impact of the ILO's work. The Office will continue to use technical assistance as an entry point for strengthening networks and exchanges of good practices, particularly through South-South and triangular cooperation.
- It is vital at the outset of any labour law reform initiative to systematically develop a strategy to coordinate with key ministries, parliamentary commissions and other actors beyond the tripartite constituents. Such a strategy will help maximize tripartite consultation and ensure that the legislative process is not delayed or called into question by other parties who exert an important influence on labour law reform.

Outcome 12: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations

Performance

- 279.** During 2010–11, ILO support helped to revitalize economic and social councils and similar institutions in ten member States and one territory. These institutions are increasingly used to conduct tripartite consultations between governments and social partners, such as in El Salvador, Grenada, Lao People's Democratic Republic, Serbia and The former Yugoslav Republic of Macedonia, and tripartite committees, established in Zimbabwe and also in non-target countries such as Oman, have played a key role in reforms related to respect for freedom of association.
- 280.** The enhanced role played by social dialogue in policy-making, within the context of a persistent economic and job crisis, as called for by the Global Jobs Pact, contributed positively to results, for example in Argentina and South Africa. Also, ILO support to strengthen subregional social dialogue in various forums, such as the South African Development Community Employment and Labour Sector, led to the prioritization of the ratification of ILO governance Conventions, including the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144). This in turn reinforced tripartite social dialogue at the national level.
- 281.** Five member States established or strengthened collective bargaining institutions and dispute resolution mechanisms (indicator 12.2). The partial realization of the biennium target is due to a number of reasons. First, results of ILO support to collective bargaining on wage policy and legislative frameworks for fundamental rights are reported under outcome 5 (China and Mongolia) and outcome 14 (Swaziland). Second, while notable progress was made in countries such as Botswana and South Africa, lengthy strikes in the public sector led to a breakdown in trust between the social partners. The focus of ILO support was concentrated on restoring dialogue and on capacity building related to essential services and the conciliation of collective disputes. This contributed to an improved industrial relations climate, but has not yet translated into reportable results. Finally, establishing fully operational machinery for collective bargaining and effective dispute resolution services takes time, particularly in countries going through deep transition, and with little experience with autonomous social dialogue and negotiations between the social partners.

Results by indicator and by region

Indicators	Target	Result					
		Total no.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
12.1: Number of member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards	10 member States	10 member States and 1 territory	Swaziland, Zimbabwe	El Salvador, Grenada, Saint Vincent and the Grenadines	Occupied Palestinian Territory	China, Lao People's Democratic Republic	Armenia, Serbia, The former Yugoslav Republic of Macedonia
12.2: Number of member States that, with ILO support, strengthen the machinery for collective bargaining and labour disputes settlement, in line with international labour standards, and in consultation with the social partners	10 member States	5 member States	Madagascar			Indonesia, Viet Nam	Montenegro, Serbia

282. Despite the partial realization of the targets set for the biennium, the groundwork that has been laid in several countries should allow the ILO to attain the position to be reached by 2015, as set out in the Strategic Policy Framework 2010–15. This position requires that at least 30 member States have strengthened their social dialogue institutions.

Linkages to other outcomes

283. The contribution of social dialogue to achievements under other outcomes has been strengthened. For example, a specific analytical contribution to the ILC's recurrent item on social security highlighted the importance of reinforcing the role of social dialogue to improve governance of social security (outcome 4). Data on collective bargaining coverage and trends fed into the *Global Wage Report* and technical inputs were made to training on effective wage policies (outcome 5). Work on international labour standards involved the joint development of guides to promote the ratification of Convention No. 144 and the Collective Bargaining Convention, 1981 (No. 154), and the development of a global tool promoting collective bargaining (outcomes 14 and 18). Analytical products on social dialogue and industrial relations have been used as inputs to forums promoting international policy coherence in meetings sponsored by the ILO/IMF, G20 and European Union (outcome 19).

Gender equality and non-discrimination

284. The Office conducted extensive comparative research on social dialogue and gender equality to support its technical advice in this area. Tripartite national discussions were held in countries such as Armenia, India, The former Yugoslav Republic of Macedonia, Ukraine and Uruguay to promote more balanced participation and encourage constituents to incorporate gender issues in the social dialogue agenda. The conclusion of the collective agreement in the clothing and textile sector in Madagascar has been especially important for promoting gender equality, given the predominance of women workers in this sector.

Building the capacity of constituents

- 285.** The cornerstone of the strategy to strengthen the capacity of constituents relied on the expansion of the knowledge base on industrial relations. The Office developed the methodological basis for an international survey of trade union membership and density, as well as collective bargaining coverage (DIALOGUE DATA). It also updated and expanded the database on trade union membership (UNIONS) and developed additional tools to support the collection of this data at national level. Data from the survey and database have been made available to constituents and have been requested by a range of actors, including researchers, other international organizations and the media.
- 286.** Research on the impact of International Framework Agreements and on the benefits of tripartite social dialogue, collective bargaining and sound industrial relations in the context of a persistent economic and jobs crisis informed policy advice and capacity-building activities. For example, studies and policy dialogue on the role of collective bargaining in preventing lay-offs drew attention to model clauses in collective bargaining agreements that could be used to mitigate the effects of the crisis in Argentina and South Africa. Research was also used to develop global tools to assist constituents to strengthen infrastructure for social dialogue and promote ratification and effective implementation of related Conventions. A new guide, *Promote tripartite consultation: Ratify and apply Convention No. 144*, was instrumental in the progress made towards the ratification of this Convention in the Lao People's Democratic Republic and Tajikistan.
- 287.** Training and knowledge-sharing exchanges were organized for constituents in countries such as Armenia, Botswana, Grenada, Serbia, Swaziland and Zimbabwe. Employers' and workers' organizations in the public sector in Botswana and South Africa benefited from exchanges with social partners in other countries on means to prevent and resolve collective labour disputes. In countries such as Montenegro and Serbia, the Office provided technical advice and training to strengthen the capacity of dispute prevention agencies to provide support to workers and employers and their organizations. Between September 2010 (when it was established) and June 2011, the agency in Montenegro facilitated a peaceful agreement between disputing parties in 72 per cent of the 239 cases that it handled. In 2011, the agency in Serbia resolved 147 individual disputes and seven collective disputes.

Lessons learned and the way forward

- 288.** The key lesson confirms that an empirically sound knowledge base is central to an effective strategy delivery. The availability of new data and timely analytical information have greatly improved the quality of ILO services to constituents. They have also positioned the ILO more prominently in the policy debate at the national and global levels and vis-à-vis other major international institutions. A major priority for the strategy going forward is to sustain and expand work in this area.
- 289.** The importance of timely responsiveness to unforeseen demands was again demonstrated during the biennium. In the eruption of the Arab Spring, the Office reacted quickly to support social dialogue needs during economic and political transition in the region. This was made possible inter alia by the degree of flexibility in resource use, which allowed for the rapid redeployment of funds towards urgent needs and priorities of constituents. The availability of resources from the Regular Budget Supplementary Account proved to be a critical factor in this response.
- 290.** Using the enhanced training tools developed in 2010–11, the Office will reinforce capacity-building efforts aimed at strengthening the ability of the social partners to engage in mutual-gains bargaining and ensuring the effectiveness of dispute resolution services.

291. Lastly, ILO policy objectives on tripartism and sound industrial relations cannot hold themselves apart from social tensions heightened by the economic crisis. To ensure sustained commitment to social dialogue processes, the Office will need to step up its engagement with key ministries (beyond ministries of labour) and other international organizations such as the IMF, the European Union and the World Bank.

Outcome 13: A sector-specific approach to decent work is applied

Performance

292. With ILO assistance, 23 member States implemented sectoral standards, codes of practice or guidelines. This includes Seychelles and Uganda, which have adopted national legislation giving effect to ILO guidelines and standards in the port and postal sectors, and 20 member States that have ratified a total of 23 sectoral Conventions (indicator 13.1). The majority of ratifications (17) concern the Maritime Labour Convention, 2006 (MLC, 2006), bringing to 21 the total number of countries that have ratified this Convention as of the end of 2011. This was a direct result of a vigorous promotional campaign, implemented by the Office under this Convention's Action Plan 2006–11.

293. Eighteen member States have also taken significant action to advance the Decent Work Agenda in specific sectors, as measured under indicator 13.2 (almost twice the biennium target). Twenty varying plans of action were adopted by tripartite national constituents in basic metals (Kazakhstan); construction (South Africa and Tajikistan); forestry (Brazil and Peru); health services (Senegal and United Republic of Tanzania); oil and gas (Kazakhstan); ports (Republic of Maldives); textiles (Morocco and Romania); tourism (Indonesia and Lao People's Democratic Republic); utilities (Nigeria, Peru and Philippines). Progress made to advance sectoral social dialogue, through tripartite mechanisms established with ILO support, contributed strongly to these results.

294. Compliance with international labour standards and working conditions has improved in four member States, as confirmed by the tripartite mechanisms put in place with ILO support through its Better Work Programme. Almost 500 factories participated across the four countries, reaching some 600,000 workers and generating the following main results:

- Cambodia (apparel export industry) – Some 160,000 new jobs were created. Compliance rates increased for freedom of association (by 14 per cent) and OSH (by 20 per cent), with over 90 per cent of factories paying correct wages and overtime rates, and granting maternity leave and paid annual leave.
- Haiti (garment industry) – Compliance rates improved, particularly in the areas of OSH management systems (by 26 per cent), contracts and human resources (by 12 per cent), overtime (by 57 per cent) and discrimination (by 14 per cent).
- Jordan (garment industry) – Improvements occurred in areas such as compensation (by 3 per cent), labour contracts (by 10 per cent) and working time (by 13 per cent). The national labour law was also amended to allow migrant workers to join the garment union, which contributed to tripling the number of factories with employees who are represented by this union.
- Viet Nam (garment industry) – Compliance improved in more than 100 factories, in particular with regard to the documentation and protection of young workers (by 25 per cent), gender discrimination (by 25 per cent) and OSH (by 33 per cent).

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
13.1: Number of member States that, with ILO support, implement sectoral standards, codes of practice or guidelines	15 member States	23 member States	Benin, Gabon, Seychelles, Uganda	Antigua and Barbuda, Brazil, Canada, Saint Vincent and the Grenadines		Australia, Kiribati, Marshall Islands, Singapore	Bosnia and Herzegovina, Bulgaria, Croatia, Denmark, Kazakhstan, Latvia, Luxembourg, Netherlands, Russian Federation, Spain, Switzerland
13.2: Number of member States in which constituents, with ILO support, take significant action for a specific sector to advance the Decent Work Agenda	10 member States	18 member States	Morocco, Nigeria, Senegal, South Africa, United Republic of Tanzania	Brazil, Haiti, Peru	Jordan	Cambodia, Indonesia, Lao People's Democratic Republic, Republic of Maldives, Philippines, Viet Nam	Kazakhstan, Romania, Tajikistan

295. The above results contribute considerably towards the position to be reached by 2015, as set out in the Strategic Policy Framework 2010–15, whereby at least 40 member States have strengthened decent work in economic sectors.

Linkages to other outcomes

296. The Office developed and applied several sector-specific HIV/AIDS tools, for example for the postal sector, as part of the strategy to enhance the world of work response to HIV/AIDS (outcome 8). Studies were carried out on the potential of green jobs in specific sectors (agro-food chain, building industry, mining sectors and tourism) and on practical experiences with transitioning to clean technologies. These informed project development (among other things), such as a project on green jobs in social housing in the Philippines (outcome 3). Finally, work on the crisis response informed global tripartite dialogue on strategies for sectoral training and employment security as a means of “upskilling out of the downturn”. This involved a range of policy measures to safeguard existing jobs and facilitate job transitions (outcome 2).

Gender equality and non-discrimination

297. A participatory gender audit analysed the challenges and successes of mainstreaming gender equality and non-discrimination in various economic sectors. The audit underscored that the main challenge remains how to promote gender balance and equality in sectors where the workforce is predominately sex-segregated, such as among health workers, miners, seafarers and teachers. The Office invested in producing sex-disaggregated data and gender analysis in sectors such as education, tourism and utilities. Sector-specific tools and guidelines developed during the biennium include provisions aimed at preventing sexual harassment, providing maternity protection and promoting gender-sensitive workplace policies.

Building the capacity of constituents

- 298.** Capacity development of constituents went hand in hand with the reinforcement of the ILO's knowledge base. Outputs of sector-specific research and analysis include the development of indicators and a rigorous statistical methodology for assessing future skills needs at the sectoral level, which was pilot tested in Argentina, Brazil, Peru and Mexico for the construction and tourism sectors. The Office strengthened its statistical information platform (LABORSTA) with quarterly and sector-specific real-time data for more than 60 developed and developing/emerging economies worldwide. In turn, up-to-date data and analysis informed capacity building and policy dialogue activities, particularly to assess crisis responses and recovery packages at the sectoral level.
- 299.** Sector-specific training programmes continued to be one of the main means used by the Office to enhance constituents' ability to improve working conditions and industrial relations, notably in the chemical, construction, mining, postal services and road transport sectors. The training programmes developed for the construction and transport sectors are a case in point. For example, some 100 tripartite representatives from Panama, Tajikistan and the United Republic of Tanzania gained sound capacity to deliver OSH training to construction industry members, following capacity building delivered by the ILO. In Ghana and Mongolia, the social partners in the road transport sector reached consensus on the development of a training plan for drivers to prevent HIV/AIDS, making use of the ILO's sector-specific toolkit.
- 300.** Similarly, the ILO's Port Worker Development Programme delivered training and skills development in container terminal operations in more than 50 countries. In 2010–11, new chief instructors were trained in Brazil, Central America and Peru. Social dialogue in ports was strengthened in the Republic of Maldives and Peru, enabling constituents to reach a common understanding and better appreciation of the port profile, practices, institutional arrangements and social dialogue agreements in the sector.
- 301.** Training and advisory services also underpinned capacity development under the Better Work Programme. For example, in Viet Nam the Programme provided training to some 129 trainers from different institutions, which in turn supported the effective functioning of the worker–management committees set up in participating factories. With ILO assistance, direct worker representation in the participating enterprise unions has also been improved.

Lessons learned and the way forward

- 302.** The implementation of the programme in 2010–11 points to a number of lessons, which will be taken into account in the strategy going forward. The main lessons can be summarized as follows:
- Additional efforts are required to promote less ratified up-to-date sectoral Conventions, such as the Safety and Health in Agriculture Convention, 2001 (No. 184) and its Code of Practice, the Safety and Health in Mines Convention, 1995 (No. 176), the Labour Relations (Public Service) Convention, 1978 (No. 151), and the Work in Fishing Convention, 2007 (No. 188).
 - More targeted interventions and follow-up actions are required to support member States in translating ILO sectoral instruments into national legislation, accompanied with a mechanism to monitor their actual implementation. A more realistic follow-up and implementation schedule for the outcomes of sectoral meetings is needed to assist countries in giving effect to ILO instruments in specific sectors. The Office will design action plans to systematically implement the recommendations and conclusions of sectoral meetings at national, regional and global levels.

- The integration of the sectoral approach into DWCPs should be strengthened. The large number of sectors covered by ILO work calls for rigorous prioritization and integrated approaches. Priority will be placed on sectors with high decent jobs growth potential (agri-food production system, infrastructure, tourism) or where jobs might be at risk (construction, manufacturing, public services, including education and health). Future work should be based on sound analytical underpinnings, using up-to-date statistics and research, and should optimize approaches that have proven to be effective, for example the South–South and triangular cooperation projects in the construction sector in Haiti, and in ports in Cape Verde and Mozambique.
- The experience of the Better Work Programme provides evidence of the added value of qualitative reporting information, as a means to assert that ILO interventions have been successful. It also underscores the importance of reporting information that links employment and labour issues to broader development issues.

Strategic objective: Promote and realize standards and fundamental principles and rights at work

- 303.** In the context of the global crisis, fundamental principles and rights at work and international labour standards have been frequently addressed by policy-makers and other stakeholders in discussions on how to mitigate the impact of the crisis on people's working and living conditions worldwide. The role of international labour standards and their implementation gained greater recognition as a means of ensuring that the crisis does not undermine previous gains and that policies respect the rights of workers and employers.
- 304.** This interest by the international community was reflected in a number of major summits and meetings, including G20 meetings, and in new global initiatives. Following ILO preparatory work at the global level, the UN General Assembly adopted a Global Plan of Action to Combat Trafficking in Persons and a Resolution on Rights of the Child, while the Hague Global Conference on child labour adopted a roadmap for the elimination of the worst forms of child labour. The importance of the elimination of child labour was also underscored in the MDG Summit outcome document in September 2010.
- 305.** The promotion and ratification of international instruments remained a core component of standards work. During the biennium, the total ratifications of Conventions and Protocols reached 7,814. This was a result of 115 new ratifications of Conventions or Protocols, including 11 ratifications of fundamental Conventions, 16 ratifications of governance Conventions and 88 ratifications of technical Conventions. By the end of 2011, a total of 136 ratifications by 48 member States were still requested to achieve universal ratifications of the eight fundamental rights Conventions. Having a specific action plan has again been confirmed as one of the most effective ways to promote ILO instruments, detailing a strategic approach and implementation steps. As well as for the fundamental rights instruments, action plans were launched and are being implemented for the MLC, 2006, the governance Conventions, the OSH instruments and the work in fishing instruments.
- 306.** The functioning, transparency and effectiveness of the supervisory system was improved through a series of measures, including the streamlining of reporting obligations. The work of the supervisory bodies and follow-up technical assistance to countries has been more systematically integrated. In its 2011 report, the Committee of Experts made reference to the need for technical assistance in 60 cases. The Conference Committee referred to this in 20 cases in 2010 and in 22 cases in 2011. In response, technical assistance provided by the Office has been reinforced, including through a number of extra-budgetary funded projects. To ensure that standards are kept up to date and relevant to the world of work, the

ILO also began tripartite consultations on the possible establishment of a standards review mechanism.

- 307.** As part of the enhanced knowledge strategy, the Office stepped up its work to consolidate and upgrade existing standards-related databases and develop an online reporting system. This work included the launch of NORMLEX, a new information system that brings together information on international labour standards, as well as on national labour and social security laws. The ILO also published global reports on child labour and on equality at work, its first ever sector-specific estimates on child domestic work and began work on a global report covering all four categories of fundamental principles and rights at work (for submission to the June 2012 ILC).

Outcome 14: The right to freedom of association and collective bargaining is widely known and exercised

Performance

- 308.** ILO support enabled eight countries to take measures to improve the application of rights on freedom of association and collective bargaining. It also allowed four member States to introduce these rights in EPZs. Certain national factors, such as evolving political will, have contributed to the achievement of these results. In many cases, global attention on the promotion of fundamental principles and rights at work has also successfully focused attention on the importance of taking steps to ensure freedom of association and collective bargaining.

- 309.** Most progress was made in relation to the following measures:

- action plans and/or programmes implemented by one or more constituents (Bangladesh, Colombia, El Salvador, Guinea-Bissau, Oman, Peru, Philippines, Sri Lanka, Swaziland);
- establishment or reform of mechanisms to promote freedom of association or collective bargaining or to protect against anti-union acts (Cape Verde, Oman, Philippines, Sri Lanka); and
- adoption of laws, regulations or policies (Cape Verde, Colombia, Sri Lanka).

- 310.** In addition significant progress was recorded in Egypt, where the supervisory bodies have regularly drawn attention to the divergence of law and practice with the fundamental right to organize. Following several interventions by the Office, a new bill on freedom of association was drafted and many independent trade unions have been formed.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia-Pacific	Europe-Central Asia
14.1: Number of member States that, with ILO support, improve the application of basic rights on freedom of association and the right to collective bargaining	10 member States	8 member States	Cape Verde, Egypt, Guinea-Bissau, Swaziland	Colombia, Peru	Oman	Philippines	

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
14.2: Number of member States that, with ILO support, take significant action to introduce freedom of association the right to collective bargaining in EPZs	2 member States	4 member States		El Salvador		Bangladesh, Philippines, Sri Lanka	

311. The outcome, as reflected through the results of its two indicators, has achieved slightly more than 50 per cent of the goal set forth in the Strategic Policy Framework 2010–15. To reach this goal, at least 18 member States must have applied the basic principles of freedom of association and the right to collective bargaining (including in EPZs) by 2015.

Linkages to other outcomes

312. Analytical work on the obstacles to freedom of association in the rural sector in a number of countries has provided helpful insights into the particular challenges for organizing in the informal economy (outcomes 1, 9 and 10). Work at the country level was geared towards improving the formulation and implementation of policy and law on freedom of association and collective bargaining, thereby also contributing to better application of international labour standards (outcome 18).

Gender equality and non-discrimination

313. A particular emphasis was given to gender equality activities in EPZs and the rural sectors – two sectors where women make up the majority of the workforce and tend to be among the most vulnerable. A gender equality component has been included in diagnostic assessment tools promoting freedom of association and collective bargaining in those sectors. These tools were successfully pilot-tested in Bangladesh and the Philippines for the export processing sector, and in Kenya and South Africa for the rural sector.

Building the capacity of constituents

314. Sustained and focused training has been a key element of the strategy delivery and has proved to be effective in building in-country capacity to enforce and/or promote freedom of association in law and practice. Targeted programmes and awareness-raising initiatives have been implemented in almost all target countries. While they have been directed primarily at ILO constituents, their outreach has also been increasingly extended to other stakeholders, such as labour law professionals and members of parliament, for example in Guinea-Bissau and Swaziland. This, combined with other advisory services, has led to some important breakthroughs in terms of advancing freedom of association in law and in practice. Examples include the reform of the penal code in Colombia to punish acts against the right to freedom of association and anti-union practices, the reform of the labour code in Cape Verde to facilitate union formation and the conclusion of collective bargaining agreements, and the establishment of the General Federation of Oman Trade Unions.

315. The combination of needs identification by the supervisory bodies and effective Office follow-up has also been fruitful in strategy delivery. For example, following a high-level mission in 2009, the Office has supported the Government of the Philippines, through policy advice and capacity development, to implement a programme on freedom of association targeting a variety of state and non-state institutions. Training of traditional

constituents, combined with further action adapted to the military, the police, the Philippines Economic Zone Authority and the judiciary, has reached some 750 people. This has opened new channels of dialogue and collaboration among these actors, including in traditionally conflict-ridden regions.

- 316.** The Turin Centre has played an important role in facilitating the development and roll-out of global tools on freedom of association, including a new training manual on collective bargaining, media training and training of the judiciary in a number of countries.

Lessons learned and the way forward

- 317.** The main lessons learned can be summarized as follows:

- Country political will is essential to make significant progress towards the full respect for freedom of association. Where it is lacking, it can be stimulated through cooperative dialogue with the supervisory bodies and focused monitoring by the Office. The strategy for 2012–13 will seek to better ensure the necessary commitment of constituents through clear identification of needs and challenges from the outset.
- Experience has shown that the EPZ sector raises special challenges that cannot be addressed in a simplistic fashion. As noted in the mid-term evaluation of the technical cooperation project on freedom of association in EPZs when it recommended that it be extended for a second phase, “there is considerable scope for capacity building, for consolidating the results achieved so far in the pilot countries and for extending the strategies to other countries”.

Outcome 15: Forced labour is eliminated

Performance

- 318.** ILO support enabled eight member States to achieve significant progress in implementing specific policies, programmes, or actions to eliminate forced labour. There is however, scope to scale up ILO action. The Office also provided technical inputs to the Global Plan of Action to Combat Trafficking in Persons, which the General Assembly of the UN adopted in 2010, and to new regional initiatives, such as the Arab Initiative to Build Capacities against Trafficking and the African Union Commission Initiative against Trafficking (AU-COMMIT) Campaign.
- 319.** Experience has shown that results on the elimination of forced labour can only be achieved over a long period of engagement with ILO constituents and other stakeholders. Such sustained efforts are now paying off with strong commitments in Brazil and India to use ILO support in effective ways for action against forced and bonded labour. Progress has been noted in other countries, but is more uneven. The most significant progress achieved with ILO assistance is with regard to new laws and action plans adopted by governments. ILO support has also translated into an increase in the establishment of new institutions, including at district levels, as in Azerbaijan, Nepal and Zambia. It is expected that these will further strengthen victim assistance in the future. Prosecution of forced labour cases remains a challenge in most countries, though the ILO has supported the creation of joint enforcement units and training of labour inspectors, most notably in Brazil and Jordan. The continued lack of reliable data on forced labour and trafficking at national level is of great concern, despite the positive developments that have taken place in Armenia, Azerbaijan, Georgia and Nepal. Such data is crucial to garner political support and to inform policy-making.

Results by indicator and by region

Indicator	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
15.1: Number of member States in which constituents, with ILO support, implement specific policies, programmes or actions leading to improved application of Conventions, principles and rights on the elimination of forced labour	10 member States	8 member States	Zambia	Brazil	Jordan	India, Nepal	Armenia, Azerbaijan, Georgia

320. The biennium's achievements correspond well with the goals of the Strategic Policy Framework 2010–15 with more than one third of the overall results to be reached by 2015 (i.e. 20 member States have implemented measures to eliminate forced labour) having been recorded.

Linkages to other outcomes

321. The ILO's strategy for this outcome includes work on labour migration, decent work in specific sectors, freedom of association and child labour (outcomes 7, 13, 14 and 16). Action with regard to the prevention of trafficking of migrant workers underlines the critical role of law enforcement. As forced labour may affect entire families, national surveys on forced labour involving children and adults were implemented jointly by the Special Action Programme to combat Forced Labour (SAP-FL) and the International Programme on the Elimination of Child Labour, thus including work related to child labour. In 2010, closer collaboration with work related to sector-specific approaches was undertaken to address forced labour in sectors with a high risk of abuse, such as electronics and fishing. Work was also geared towards enabling victims of forced labour to exercise the right to freedom of association, for example in India where the Office supported the organization of workers in brick kilns and rice mills and the establishment of a trade union platform to effectively advocate for the elimination of bonded labour.

Gender equality and non-discrimination

322. National policies developed during the biennium with ILO support include specific provisions to empower people at risk, including women, and to prevent forced labour through awareness raising or socio-economic support measures. ILO research also looked into some of the preconceived notions on the relationship between gender discrimination and the risk of trafficking. In some countries or sectors, such as the construction sector in Europe or the Middle East, men are more at risk than women.

Building the capacity of constituents

323. Over the biennium, the ILO helped to build the capacity of more than 2,000 government officials, employers' and workers' representatives, notably through the training of those involved in the development and implementation of national anti-trafficking or forced labour action plans, as well as labour inspectors, staff of law enforcement agencies and statistical offices. This resulted in policies that included targeted, labour market-based measures against forced labour and trafficking.

324. Collaboration with the International Organisation of Employers and the ITUC was crucial. ITUC has created a network of more than 130 forced labour focal points, some of whom interacted with ILO projects and intervened in forced labour cases. Also noteworthy is the

increased engagement of employers, for example through the National Pact in Brazil, and the adoption of guidelines and codes in countries of the southern Caucasus, Viet Nam and Zambia. This indicates that capacity-building measures are paying off and are leading to a more active engagement of ILO constituents. In countries of the southern Caucasus, policy advice, research and capacity building for law enforcement agencies and other authorities that cooperate in law enforcement led to a more active involvement of the ministries of labour in national anti-trafficking commissions. In Azerbaijan, for example, the Ministry of Labour now supports victims through a newly established victim's assistance centre. Examples of successful rehabilitation and reintegration of forced labour victims include the experience of Mato Grosso in Brazil, which since 2010 has been implementing, with ILO support, initiatives in this regard as part of a policy adopted by the State. Recently, some 25 victims were reintegrated into the labour market in jobs related to the preparatory work for the 2014 football World Cup.

- 325.** The Turin Centre continued to be a key partner in facilitating knowledge sharing among ILO staff and constituents on forced labour, including best practices for technical cooperation. As of the end of 2011, the Centre was assisting the SAP-FL programme in the development of the first e-learning tool for labour inspectors on combating forced labour.

Lessons learned and the way forward

- 326.** Following its evaluation in 2010, SAP-FL has increased efforts to document good practices to end forced labour and to capture lessons learned from past experience. The key lessons learned can be summarized as follows:

- Long-term engagement with ILO constituents and other stakeholders is crucial to obtaining results in the elimination of forced labour.
- The ILO should be more proactive in assisting member States to collect sex-disaggregated data on forced labour. Without reliable empirical assessments of the problem, responses to forced labour risk being weak.
- Prosecutions of forced labour offences have not increased significantly in 2010–11 and the number of unidentified victims is still very high. Forced labour cases are difficult to prosecute and support to law enforcement agencies, including labour inspectors, will have to be extended in the next biennium to assist them to adjust mandates and build capacities. The Office is currently developing the necessary tools to this effect. Lessons can be learned from experience in Brazil, where labour inspectors and police work together through a joint enforcement unit to combat forced labour.
- More efforts are required to support inter-ministerial coordination at national levels and to develop a coherent strategic framework under which both forced labour and trafficking offences could be dealt with. In 2012–13, the ILO should develop guiding principles for national policies against forced labour to facilitate this process.
- Partnerships are essential to deal with such a sensitive issue. The ILO has successfully demonstrated that it can bring together various stakeholders, including social partners, international organizations and NGOs. In recent years, new potential partners have emerged, including the media and private companies. The ILO will have to strategically position itself in this new environment.

Outcome 16: Child labour is eliminated, with priority given to the worst forms

Performance

- 327.** With ILO support, constituents in 51 member States and one territory (25 per cent above the biennium target) took measures to eliminate child labour (indicator 16.1). These measures included adoption and implementation of child labour policies, programmes or action plans; implementation of time-bound measures to eliminate child labour; and integration of child labour concerns into national development, social and/or anti-poverty policies and programmes. Of this total, 32 countries (12 in Africa) achieved results under more than one measurement criteria. Overall results suggest that there is continued widespread support for eliminating child labour and that multifaceted strategies are the best means for achieving an effective reduction in child labour.
- 328.** ILO support also enabled constituents in 69 member States and one territory to take measures to adopt and modify existing legislation or reinforce the knowledge base on child labour (indicator 16.2). This includes seven member States that, with ILO assistance, ratified one or both child labour Conventions (Afghanistan, Brunei Darussalam, Cape Verde, Gabon, Ghana, Sierra Leone, Turkmenistan). This brings the total number of ratifications to 161 for the Minimum Age Convention, 1973 (No. 138) and to 174 for the Worst Forms of Child Labour Convention, 1999 (No. 182). A large number of countries (38) introduced measures to expand child labour data collection and trend analysis.
- 329.** In addition, three far-reaching policies were adopted during the biennium, with ILO assistance, at the regional and global levels, notably: the MERCOSUR Plan against Child Labour; the Roadmap for Achieving the Elimination of the Worst Forms of Child Labour, adopted by the Global Child Labour Conference and endorsed by the Governing Body in 2010; and the resolution on the prevention and elimination of child labour, adopted by the Community of Portuguese-speaking Countries.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
16.1: Number of member States in which constituents, with ILO support, take significant policy and programme actions to eliminate child labour in line with ILO Conventions and Recommendations	45 member States, of which 15 in Africa	51 member States, of which 17 in Africa, and 1 territory	Benin, Botswana, Comoros, Côte d'Ivoire, Egypt, Ethiopia, Ghana, Guinea-Bissau, Kenya, Madagascar, Malawi, Mali, Morocco, South Africa, Togo, Uganda, Zambia	Argentina, Plurinational State of Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay	Lebanon, Syrian Arab Republic	Bangladesh, Cambodia, Fiji, Indonesia, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Viet Nam	Albania, Kazakhstan, Kosovo, ¹ Kyrgyzstan, Republic of Moldova, Tajikistan, Ukraine

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
16.2: Number of member States in which constituents, with ILO support, take action to adopt or modify their legislation or reinforce their knowledge base on child labour	50 member States	69 member States and 1 territory	Benin, Burundi, Cameroon, Cape Verde, Côte d'Ivoire, Democratic Republic of the Congo, Egypt, Ethiopia, Gabon, Ghana, Guinea, Kenya, Liberia, Mali, Morocco, Niger, Rwanda, Senegal, Sierra Leone, Togo, Uganda, Zambia	Argentina, Plurinational State of, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Uruguay	Jordan Iraq	Afghanistan, Australia, Bangladesh, Brunei, Darussalam, Fiji, Indonesia, Islamic Republic of Iran, Lao People's Democratic Republic, Macau (China), Nepal, Papua New Guinea, Philippines, Sri Lanka, Thailand	Albania, Armenia, Austria, Belarus, Croatia, Czech Republic, Georgia, Germany, Israel, Kosovo, Kyrgyzstan, Republic of Moldova, Turkey, Turkmenistan

¹ As defined in the United Nations Security Council Resolution No. 1244 of 1999.

330. Results in the biennium place the ILO in a solid position to meet the goal set in the Strategic Policy Framework 2010–15, whereby Office assistance will have enabled constituents in at least 65 member States to implement new policies, programmes or other actions consistent with ILO Conventions, to eliminate child labour.

Linkages to other outcomes

331. The ILO has improved support to other outcomes in diverse areas such as: improved livelihood support for families and communities affected by child labour (e.g. in Ghana and El Salvador); better linkages between skills and education provision and improved value chains and labour market outcomes (e.g. in Malawi); research on migration of children for economic reasons to support the work of the UN General Assembly of the informal thematic debate on international migration and development; sector-specific approaches related to agriculture and fishing (e.g. in Mali and the Republic of Tanzania); support to South–South and triangular cooperation involving countries such as Brazil, Mozambique and Haiti; expanding the coverage and capacity of employers' and workers' organizations to participate effectively in policy debate and action on child labour (e.g. in Angola and Timor-Leste); expanding social protection schemes to ensure positive child labour outcomes (e.g. in Cambodia and Paraguay); developing and testing new methodologies to measure forced child labour (e.g. in Guatemala, Nepal and Niger); and appropriate OSH and employment-generating measures to apply to workers below 18 years (e.g. in Costa Rica and Rwanda). This has contributed to the results reported under the outcomes related to employment (outcomes 1 and 2), social protection (outcomes 4, 5, 6 and 7), social dialogue (outcomes 9, 10, 11, 12 and 13) and fundamental principles and rights at work (outcomes 15 and 18).

Gender equality and non-discrimination

332. Sex-disaggregated global estimates of working girls and boys, published in the 2010 Global Report entitled *Accelerating action against child labour*, show that there are large differences in child labour and hazardous work patterns by sex. Between 2004 and 2008, greater reductions in child labour were achieved for girls than for boys. This finding has stimulated analysis and policy responses focused on the push and pull factors of girls and boys in child labour. The ILO has developed tools and methodologies that had been applied in countries such as Bangladesh, Jordan, Liberia and Togo to produce sex-disaggregated statistics on the worst forms of child labour, such as commercial sexual exploitation, trafficking and forced labour, which are all areas where large gender discrepancies exist. As a follow-up to the Recommendation adopted by the 2008 International Conference of Labour Statisticians on child labour statistics, the ILO developed a methodology and disseminated the results of the analysis conducted to measure the global incidence of child domestic labour, which is largely carried out by female children. This information was taken into consideration by ILO constituents during the development and adoption of the new Domestic Workers Convention, 2011 (No. 189).

Building the capacity of constituents

333. The ILO strengthened the capacity of ILO constituents and other stakeholders at the international, regional, national and sub-national levels to effectively combat child labour in a variety of ways. Through courses offered by the Turin Centre, the Office has trained over 700 government officials, and employer and worker representatives, in areas such as reporting on the ILO's child labour Conventions, child labour in agriculture, child labour and education and hazardous work for children. Through its technical cooperation projects, the ILO has built or further strengthened the capacity of constituents and other actors to combat child labour. For example, in the Asia-Pacific region 29,800 people were trained on child labour issues during the biennium. In addition, thousands of people have increased their understanding of child labour through awareness-raising campaigns, and entire communities have been mobilized and assisted to put in place and maintain effective child labour monitoring systems. It is estimated that through the work and support provided by technical cooperation projects during the biennium, the capacity of constituents to combat child labour has had a direct or indirect impact on over 50 million people's lives.

334. Across all regions, one indicator of the effectiveness of the capacity development strategy over time is the number of constituents that continue to provide services or to sustain actions to eliminate child labour after the closure of an ILO technical cooperation programme. For example, a significant number of countries, including Cote d'Ivoire, Mongolia and Panama, undertook repeat child labour surveys, with minimal financial and technical support from the ILO. Similarly, several countries such as Albania, Jordan and the United Republic of Tanzania, have maintained institutional arrangements initially set up with ILO assistance, after the closure of ILO projects. These include national steering committees, specialized child labour units within ministries of labour, and community-based child labour monitoring systems that combine identification of child labourers and remediation through national public services. In Sri Lanka, where the Office did not have any significant project during the biennium, the Government with some technical guidance from the ILO trained 710 people, including police officers, probation officers, labour officers, teachers and media personnel.

335. Improved project design and delivery have increased the engagement of the social partners in child labour action, notably through targeted training and support for their participation in tripartite policy development and in activities at the sectoral, enterprise, workplace and community levels. In some cases, this led to targeted action by employers' or workers' organizations themselves. For example, ILO training accompanied the development of a

trade union's plan of action and policy in Zambia. In Ecuador, the Chamber of Agriculture and the Association of Flower Producers and Exporters introduced a series of actions that commit participating flower farms to not using child labour and to regularizing young workers above the age of 15. In El Salvador, ILO support enabled the Sugar Association to implement a policy of zero tolerance for child labour in harvesting sugar cane.

Lessons learned and the way forward

- 336.** Social partners increasingly seek concrete tools and guidance on how they can effectively combat child labour in specific sectors and industries, including in supply chains. Businesses and employers' organizations are looking for context-specific advice that will enable them to expand their capacity to monitor their supply chain, not only for child labour, but for adherence to other fundamental principles as well. Trade unions are looking for the means to engage in social dialogue leading to workers' protection and decent work. The ILO will further engage with business and labour, providing specialized advice through webinars and supporting child labour networks within the scope of the Global Compact.
- 337.** Thematic and project-level evaluations of child labour projects have identified two especially noteworthy lessons of broader significance. The first lesson concerns the capacity of member States to maintain and eventually strengthen their response to child labour once ILO technical cooperation support ends. While some countries have been able to mobilize resources from within national budgets to maintain central support for child labour elimination, many others have not. ILO experience shows that the most successful examples of resource mobilization occur when child labour is addressed under other major national policies, including education, poverty reduction and social protection. Including child labour outcomes in policies for employment, youth employment, occupational safety and health, and social protection is an effective means for tackling child labour.
- 338.** The second lesson relates to the importance of effective child labour monitoring beyond the scope of discrete project interventions. A number of countries have maintained and scaled up support to eliminate child labour by putting in place effective community monitoring mechanisms that have a direct link to national institutions.
- 339.** These two lessons suggest that future ILO actions need to build linkages with national policy priorities into the scope of child labour specific interventions.

Outcome 17: Discrimination in employment and occupation is eliminated

Performance

- 340.** During 2010–11, ILO support enabled eight member States and one territory to take significant action to advance equality at work, as measured under indicator 17.1.
- 341.** The increase in equality-related legislation and institutional initiatives worldwide, largely based on ILO standard-setting instruments as noted in the 2011 Global Report *Equality at work: The continuing challenge*, contributed positively to the achievement of results.
- 342.** This trend is mirrored in the results achieved by member States with ILO support in 2010–11, which relate primarily to:
- the adoption of new or modified laws (China, Brazil, El Salvador);

- policies and institution strengthening, including the establishment of national bodies with a mandate to address equality issues (Argentina, Brazil, El Salvador, Jordan, the Occupied Palestinian Territory); and
- action plans and/or programmes implemented by one or more constituents (Azerbaijan, China, Ukraine, Zimbabwe).

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia-Pacific	Europe-Central Asia
17.1: Number of member States in which constituents, with ILO support, implement specific laws, policies, programmes or actions leading to improved application of Conventions, principles and rights on non-discrimination	5 member States	8 member States and 1 territory	Zimbabwe	Argentina, Brazil, El Salvador	Jordan, Occupied Palestinian Territory	China	Azerbaijan, Ukraine

343. At present, almost 70 per cent of the position to be reached by 2015, as set forth in the Strategic Policy Framework 2010–15, has been met. This position requires that constituents in at least 15 member States have implemented new policies, programmes or other actions to eliminate discrimination at work. The end target will likely be fully reached by 2013. Given this situation, it may be appropriate to set more ambitious targets in the biennia ahead.

Linkages to other outcomes

344. As a cross-cutting theme the implementation of this outcome brought about synergies with work on working conditions as regards workers with family responsibilities, the wage gap and domestic workers (outcome 5); with work addressing the specific situation of migrant workers and persons living with HIV and AIDS (outcomes 7 and 8) and with work for the introduction of revised legislation on pay equity (outcome 11). Other important linkages were established with work related to forced labour and to improve the implementation of the equality Conventions (outcomes 15 and 18). Work in Azerbaijan, for example, resulted in the ratification of the Workers with Family Responsibilities Convention, 1981 (No. 156), the launch of a trade union awareness-raising campaign and the implementation of an action plan on gender discrimination at work by the Azerbaijan Trade Union Confederation, at the same time.

Gender equality and non-discrimination

345. Support to enable countries to ratify and apply the Equal Remuneration Convention, 1951 (No. 100), and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), continued to be a priority, in line with the 2009 ILC resolution concerning gender equality at the heart of decent work. The biennium saw many achievements in the realization and implementation of the principles of these Conventions, particularly with respect to sex discrimination and the promotion of gender equality. For example, with ILO assistance, specific reference to the provisions of Convention No. 111 was included in a chapter of El Salvador's new law on equality and equity for the elimination of discrimination against women.

Building the capacity of constituents

- 346.** The provision of sustained training for constituents was effective in building their capacity to enforce and/or promote non-discrimination laws, policies and practices. This was particularly the case for the establishment of national bodies with a gender equality mandate, such as the National Steering Committee on Pay Equity in Jordan and the National Women's Employment Committee in the Occupied Palestinian Territory. In both cases, the ILO provided practical tools, such as objective job evaluation methods, coupled with targeted training to apply concepts of equal remuneration. In China, the Office assisted the three constituents in launching an awareness-raising strategy on non-discrimination that targeted the wider public (including migrant workers), which led to the establishment of a dedicated website that made available all information materials. It also resulted in the development of a comprehensive training guide on different forms of discrimination. In Brazil, the Office assisted the national task force on gender and time use (*Grupo de Estudios de Genero y Uso de Tiempo*) to design and pilot a national survey in 11,000 households. This ultimately helped to strengthen the national statistical system's capacity to collect data on time use, disaggregated by sex and by race.
- 347.** The Turin Centre continued to be a key partner in the strategy delivery, including by facilitating knowledge-sharing modalities and practices. Training workshops and online distance learning packages included courses on Convention No. 111, which focused on how to define, detect and tackle discrimination. Courses through the Centre's Gender Academy have incorporated new learning formats and offered exposure to cutting-edge international expertise. The availability of courses in multiple languages and the possibility for participants to design their own individualized learning path make this Academy particularly relevant for international knowledge sharing on gender equality.

Lessons learned and the way forward

- 348.** Many of the main lessons learned stem from the independent evaluation of the ILO's strategy for the elimination of discrimination in employment and occupation, which was discussed by the Governing Body in November 2011. They can be summarized as follows:
- Research, advocacy, communication for awareness raising and resource mobilization, and monitoring and evaluation are key elements for an effective and efficient strategy. The cross-cutting nature of outcome 17 requires increased efforts to address these dimensions more systematically and holistically across the different forms of discrimination. The Office will rely more consistently on DWCPs as a critical means of prioritizing and coordinating these activities.
 - Both the Office and donors need to step up commitment and financial support to work on non-discrimination beyond gender equality only. This seems especially true for specific non-discrimination issues that are assuming greater importance, such as those based on race, ethnicity, national extraction, age or social origin.
 - At the global level, the analytical underpinnings of the ILO's strategy should be strengthened with updated statistical data and analysis. At the national level, accurate data and information are primary starting points for the creation of new laws and policies; it is important that the two go hand in hand.

Outcome 18: International labour standards are ratified and applied

Performance

- 349.** With ILO support, 64 member States and three territories made verifiable progress in the application of international labour standards (indicator 18.1, covering standards other than those addressed under the fundamental Conventions, which are reported under outcomes 14 to 17). As a result of new ratifications supported by the ILO, another 15 member States have achieved ratification of the 12 fundamental and governance Conventions and/or have ratified other up-to-date Conventions or Protocols, in addition to these 12 (indicator 18.3). Finally, 32 member States included standards-related priorities or normative components in UNDAFs (or similar development frameworks) or in DWCPs, as a result of ILO assistance (indicators 18.2 and 18.4).
- 350.** Three sets of instruments were the subject of active promotion and mobilization of resources through action plans, as endorsed by the Governing Body. These were namely OSH instruments, the governance Conventions (on labour inspection, tripartism, and employment policy), and the MLC, 2006. Seventeen out of the 22 ratifications of the MLC, 2006 were registered during this biennium. More than 50 countries benefited from a combination of reinforced technical assistance, including legislative assistance and a comprehensive training programme in support of legislative gap analyses, and three important handbooks were published on model legislative provisions for implementing the MLC, 2006; implementing the social security provisions of the MLC, 2006; and frequently asked questions (a revised guide).

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe – Central Asia
18.1: Number of member States that, with ILO support, take action to apply international labour standards, in particular in response to issues raised by the supervisory bodies	55 member States	64 member States and 3 territories	Angola, Benin, Cape Verde, Comoros, Democratic Republic of the Congo, Ethiopia, Gabon, Kenya, Mauritania, Mauritius, Mozambique, St. Helena, Togo	Antigua and Barbuda, Brazil, British Virgin Islands, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Jamaica, Mexico, Nicaragua, Panama, Peru, Saint Vincent and the Grenadines, Uruguay	Iraq, Jordan, Kuwait, United Arab Emirates	Australia, Bangladesh, China, Republic of Korea, Cyprus, Czech Republic, France, Italy, Luxembourg, Netherlands, Norway, Portugal, San Marino, Slovakia, Spain, Sweden, Turkey, Ukraine	Albania, Austria, Bulgaria, Croatia, Cyprus, Czech Republic, France, Italy, Luxembourg, Netherlands, Norway, Portugal, San Marino, Slovakia, Spain, Sweden, Turkey, Ukraine

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe – Central Asia
18.2: Number of member States where, through ILO support, the principles and rights contained in international labour standards are incorporated in development assistance frameworks or other major initiatives	5 member States	10 member States	Zimbabwe	Chile	Iraq, Lebanon	Bangladesh, Cambodia, Indonesia, Republic of Maldives	Armenia, Tajikistan
18.3: Number of member States that, with ILO support, improve ratification of up-to-date Conventions to include at least the instruments classified as core labour standards, as well as those regarded as most significant from the viewpoint of governance	5 member States	15 member States		Saint Vincent and the Grenadines, Uruguay		Fiji	Azerbaijan, Belgium, Bosnia and Herzegovina, Germany, Kazakhstan, Republic of Moldova, Portugal, Serbia, Slovakia, Slovenia, The former Yugoslav Republic of Macedonia, Ukraine
18.4: Number of member States that have a DWCP which includes a normative component among the national priorities established by the tripartite constituents	15 member States	23 member States	Benin, Cameroon, Comoros, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Togo	Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines	Oman	Afghanistan, Fiji, Samoa, Tuvalu	Kazakhstan, The former Yugoslav Republic of Macedonia, Tajikistan

351. In accordance with the Strategic Policy Framework 2010–15, ILO support should enable at least 100 member States to make verifiable standards-related improvements by 2015. Although it will only be possible to properly assess trends as of 2013, the precondition for the position to be reached is that additional countries make relevant improvements in each biennium (i.e. results over the three biennia will not be achieved in the same set of countries).

Linkages to other outcomes

352. The Office has worked to reinforce synergies, particularly for the MLC, 2006, OSH instruments, governance Conventions and the follow-up to the recurrent discussions (employment and social security) under the ILO Declaration on Social Justice for a Fair Globalization. For example, ILO support for the revision of industrial relations bills in Papua New Guinea, where the final text reflects the fundamental and governance

Conventions and enables the establishment of new industrial institutions, engaged work related to social dialogue and industrial relations (outcome 12). The ratification by Uruguay in 2010 of the Social Security (Minimum Standards) Convention, 1952 (No. 102), was largely supported under an active promotional campaign, based on extensive work related to this outcome and the outcome on social security (outcome 4). The ILO analytical contribution to a collective work on “Principles of deontology for labour inspection” drew on expertise on standards, labour administration and labour inspection (outcome 11). The document was published by the Government of France in 2010 after validation by the National Council of Labour Inspection and was noted as a case of progress by the ILO’s supervisory bodies.

Gender equality and non-discrimination

353. The supervisory bodies have continued to pay particular attention to gender-related issues in the application of international labour standards. For example, cases of progress have been noted by the Committee of Experts for Sri Lanka, where the number of female labour inspectors has increased to 154, accounting for 30 per cent of total staff, and in San Marino, where the Government has issued a new law explicitly prohibiting any dismissal on grounds linked to pregnancy or nursing. The Committee has also examined the impact of the economic crisis on gender equality in the context of a range of Conventions. Ten ratifications of gender-relevant Conventions took place during the biennium, most of them with ILO support:

- Namibia ratified the Equal Remuneration Convention, 1951 (No. 100) (total: 168 ratifications);
- Azerbaijan ratified the Workers with Family Responsibilities Convention, 1981 (No. 156) (total: 41 ratifications);
- Australia, Bosnia and Herzegovina and Hungary ratified the Part-Time Work Convention, 1994 (No. 175) (total: 14 ratifications);
- Bosnia and Herzegovina ratified the Home Work Convention, 1996 (No. 177) (total: 7 ratifications); and
- Azerbaijan, Bosnia and Herzegovina, Morocco, Serbia and Slovenia ratified the Maternity Protection Convention, 2000 (No. 183) (total: 22 ratifications).

354. In addition, references to the promotion of gender equality were included in eight UNDAFs and in eight DWCPs that were developed or revised with ILO support.

Building the capacity of constituents

355. In 2010–11, the Turin Centre conducted 47 capacity-building activities on international labour standards. Of the 1,207 participants from national institutions, nearly 43 per cent were women. Activities included training on reporting obligations; training for judges, lawyers and legal educators; and training for media professionals to provide them with the knowledge and skills to use international labour standards and the ILO’s supervisory mechanisms in their work. Other activities consisted of legislative gap analyses, development of legal tools, and promotional and advocacy work. In 2011 the ILO also launched the Maritime Labour Academy, which aims to provide comprehensive training on the MLC, 2006. The training includes four specialized courses targeted to maritime labour inspectors, government legal counsel, seafarers’ organizations, and the shipping industry.

- 356.** Capacity-development activities were particularly important for the promotion of the fundamental Conventions, the Indigenous and Tribal Peoples Convention, 1989 (No. 169), and the MLC, 2006. For instance, in Nepal a specific chapter in the new three-year National Development Plan (2010–13) deals with social inclusion issues and reflects the provisions of Convention No. 169. The ILO also assisted constituents, through policy advice and capacity-building activities, to develop an action plan to implement the new national development plan.
- 357.** Advocacy work, often supported by capacity-building activities for constituents, also fostered the inclusion of international labour standards or decent work outcomes among the priorities of the UNDAFs developed or revised with ILO engagement. This occurred most notably in the areas of gender equality, including maternity protection (Bangladesh, Chile, Indonesia, Republic of Maldives, Zimbabwe); fundamental principles and rights at work (Iraq, Lebanon); child labour (Bangladesh, Indonesia, Tajikistan); social dialogue (Cambodia, Chile); social security (Republic of Maldives, Tajikistan); OSH (Republic of Maldives, Armenia); and indigenous people (Chile).
- 358.** Work during the biennium also tried to address important gaps related to the impact of international labour standards and the application of standards in the informal economy. A digest of comments of the supervisory bodies entitled *Extending the scope of application of labour laws to the informal economy* was published as a first step to assess the extent of the application of national laws, regulations and practice, to ascertain the obstacles to the application of relevant international labour standards to workers in that sector and to identify ways to address those obstacles. The knowledge generated by this work supported the design of a pilot project on the informal economy in Africa which, subject to the availability of extra-budgetary resources, should be implemented in 2012–13.

Lessons learned and the way forward

- 359.** Three elements appear to be crucial to the effectiveness of the strategy to promote international labour standards. First, ILO technical assistance must be based on a comprehensive approach built upon the priorities set by the supervisory bodies, the governing organs and constituents in member States, as reflected in DWCPs and in national development frameworks such as UNDAFs. Second, ILO assistance must take into account both countries' capacities and the need to sustain efforts to achieve decent work, even in periods of economic or political crisis. Third, a well thought through capacity-building programme with targeted training tools enhances constituents' buy-in and ownership with respect to the ratification and implementation of Conventions.
- 360.** The value of combined technical cooperation and capacity building with legal implementation should be emphasized. Many countries have limited capacity to undertake legal reviews and legal drafting and this creates a barrier to progress on the ratification and effective implementation of international labour standards. The Office should further assist member States in developing national tripartite action plans that provide a step-by-step roadmap for the ratification of key Conventions and the reduction of implementation gaps, based on the comments of the supervisory bodies.
- 361.** Building on the strategic standards-related action plans developed and implemented so far, the next logical step would be for the Office to embark upon the active promotion of social security instruments as part of the follow-up to the recurrent discussion on this topic in June 2011.

Policy coherence

- 362.** A key principle of the ILO Declaration on Social Justice for a Fair Globalization is that efforts to promote decent work be part of a global and integrated strategy. The strategy of outcome 19 is geared towards fostering both policy coherence and decent work outcomes in the policies and programmes of member States, international agencies and multilateral institutions.
- 363.** Since its adoption by the ILC in June 2009, the Global Jobs Pact has been endorsed by numerous bodies across the UN and multilateral systems, such as the United Nations Economic and Social Council (ECOSOC), the European Commission and the G20. This strongly contributed to the mainstreaming of the Decent Work Agenda into the crisis responses of several multilateral agencies. The promotion of the Global Jobs Pact as a relevant framework for recovery in the 2010 MDG Summit outcome document further placed the concept of decent work at the heart of the global policy debate. Joint initiatives with UN agencies also had positive effects at the country level and a growing number of UNDAFs and One UN programmes incorporated decent work outcomes.

Outcome 19: Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

Performance

- 364.** ILO support enabled 12 member States to explicitly make the goal of decent work central to policy-making (indicator 19.1). In addition to including decent work in national development policies, nearly all countries integrated decent work-related outcomes into UNDAFs and some of them undertook work related to country-level implementation of the Global Jobs Pact (Argentina, Indonesia, Uruguay). Of the six countries that reported progress in upgrading statistical services, five specified developing decent work indicators (Argentina, Brazil, Indonesia, Philippines and Uruguay).
- 365.** In all cases, ILO support enabled employers' and workers' organizations to take an active part in policy reforms. Social partners provided technical inputs for the New Growth Path Strategy in South Africa and participated in the development of the Indonesian Jobs Pact in Indonesia. In the United Republic of Tanzania, the three constituents were included in the governance structure of the first pilot country for the UN Development Assistance Plan (UNDAP).
- 366.** In addition, five multilateral institutions – the IMF, European Commission, UNDP, Food and Agriculture Organization (FAO) and the Universal Postal Union – took significant steps to mainstream decent work into their policies or programmes (indicator 19.2). This resulted from joint initiatives with the ILO, and/or from the implementation of the UN System Chief Executives Board for Coordination (CEB) *Toolkit for mainstreaming employment and decent work*. For example:
- The ILO–IMF Oslo conference of September 2010, “The Challenges of Growth, Employment and Social Cohesion”, led to substantive follow-up policy dialogue and collaboration on employment policy and the fiscal sustainability of social protection, as well as joint consultations in Bulgaria, Dominican Republic, Greece, Romania and Zambia. Through these consultations the ILO was able to bring social dialogue and employment concerns into the policy discussions on economic recovery.
 - Following its endorsement of the Global Jobs Pact in January 2010, the UNDP Executive Board made substantive efforts to train UN Country Teams and Resident

Coordinators to include decent work in UNDAF processes, drawing on the CEB Toolkit. The latest review by the UNDAF Programming Network reports that all 13 UNDAFs developed in 2010 mainstreamed some or all of the pillars of decent work.

- The FAO actively adopted the CEB Toolkit approach in developing a guidance note for their field staff on integrating decent work in their programmes. It also collaborated with the ILO in training courses on child labour and gender equality. A joint FAO–ILO website hosted by FAO called “Food, agriculture and decent work” details the areas of collaboration.
- The Universal Postal Union incorporated decent work into its internal policies and promoted it among its constituents through workshops and specially adapted materials, reflecting a particular interest in non-discrimination (especially HIV/AIDS), social dialogue and skills development.
- The European Commission, which endorsed the Decent Work Agenda in 2006, underscored the significance of promoting decent work in its October 2011 “Agenda for Change”, which presents the guiding principles for future European Union external development policy.

Results by indicator and by region

Indicators	Target	Result					
		Total No.	Africa	Americas	Arab States	Asia–Pacific	Europe–Central Asia
19.1: Number of member States that, with ILO support, make the goal of decent work increasingly central to policy-making	15 member States, of which at least four in Africa and two in other regions	12 member States	United Republic of Tanzania, South Africa	Argentina, Belize, Brazil, Grenada, Uruguay	Syrian Arab Republic ¹	Indonesia, Pakistan, Philippines, Viet Nam	
19.2: Number of key international agencies or multilateral institutions that, through collaboration with the ILO, mainstream decent work in their policies and programmes	5 international agencies or multilateral institutions	5 international agencies or multilateral institutions (IMF, FAO, European Commission, UNDP, Universal Postal Union)					

¹ Activities related to the preparation of the UNDAF in 2010.

367. The results are on target relative to the Strategic Policy Framework 2010–15, whereby in at least 50 member States an integrated approach to decent work is embedded in UNDAFs or equivalent national strategies and key international agencies are promoting this integrated approach. In addition, progress made with other international agencies during the biennium, such as the OECD, the World Bank and the United Nations Department of Economic and Social Affairs, are promising building blocks for the achievement of targets in the future.

Linkages to other outcomes

368. The strategy contributed to improving the access of men and women to productive employment, decent work and income opportunities (outcome 1), through its focus on incorporating decent work into national development plans and frameworks and

advocating for policy coherence and tripartite consultation within countries. Efforts to improve the capacity of countries to measure decent work through better collection of statistics and the development of decent work indicators required synergies with (and contributed to) work related to skills development, sustainable enterprises, working conditions, social dialogue and industrial relations, child labour and non-discrimination at work (outcomes 2, 3, 5, 12, 16 and 17). The development of crisis-related statistics and analyses from a sectoral perspective and a methodology aimed at strengthening the sectoral dimension of decent work country profiles contributed to the delivery of the strategy related to decent work in economic sectors (outcome 13).

Gender equality and non-discrimination

369. Several research projects on inequality and crisis response focused on gender and non-discrimination. Various high-profile reports, in particular those for the G20 Labour and Employment Ministers meetings in Washington (2010) and Paris (2011), highlighted the effects of the crisis on labour outcomes for women and disadvantaged groups, and the policies being undertaken in some countries to address these. Efforts were made to present sex-disaggregated statistics for macroeconomic indicators in these reports, including in those that were co-authored with other agencies. Statistical update reports prepared on the informal economy and Arab States for working group meetings of the ILC (June 2011) presented statistical evidence on gender gaps in employment, wages and other labour market indicators. Also noteworthy was the improved availability of disaggregated data by sex and age group. The launch of the short-term indicators of the Labour Market Database has facilitated the access to up-to-date labour data and comparable market data for 99 countries. Forty-six indicators disaggregated by sex are now available, representing about 90 per cent of the data. Also, new yearly data questionnaires developed during the biennium will make disaggregated statistics a central feature and further improve access to data by country.

Building the capacity of constituents

370. Delivery of the strategy continued to rely on the expansion of a robust, evidence-based knowledge base. In particular, up-to-date data and analysis of effective crisis response and recovery policies underpinned ILO capacity development work globally and in countries. At the global level, the establishment of a dedicated website and news alert on the Global Jobs Pact enabled the Office to disseminate timely news on the Pact and its country implementation.

371. In turn, this informed policy advice and capacity-building activities at the national level. National constituents, particularly employers' and workers' organizations, contributed actively to the policy reforms that took place during the biennium, including through inputs to national development plans, UNDAFs, Global Jobs Pact implementation, DWCPs or decent work indicators and profiles. In most cases, the ILO supported this process through policy dialogue workshops and the provision of training for the three constituents, in an effort to build consensus on the Decent Work Agenda.

372. One of the methodologies used to assist ILO constituents in mainstreaming decent work into policy-making is the CEB Toolkit's "country level application", which was implemented in both target countries (Argentina, Indonesia, Syrian Arab Republic, United Republic of Tanzania and Uruguay) and other (non-target) countries (Ethiopia, Lao People's Democratic Republic, Serbia and Viet Nam). Toolkit materials were successfully adapted to reach specific audiences including, for example, a training module on working with the UN for a Turin Centre course on the Decent Work Agenda targeting workers' organizations.

Lessons learned and the way forward

- 373.** Capacity development for the social partners, together with staff from statistical institutes in countries engaged in the development of decent work indicators and profiles, has once again proven to be an important component of work in this area. It has provided employers' and workers' organizations with analytical tools and skills to engage in national policy debates on economic recovery and development. Going forward, the Office's work will support training and capacity building that will help workers' and employers' organizations play a greater role in consultations with multilateral institutions.
- 374.** The final evaluation of the European Commission-funded project *Implementing the UN CEB Toolkit within the Decent Work Campaign* indicates that an effective strategy to mainstream decent work into the multilateral system needs to rely on targeted training material and curricula that take into account the differences among agencies, in terms of the breadth of their mandates, their focus and their field presence. The endorsement of decent work as a system-wide priority and among national stakeholders is equally important. A key element of the mainstreaming strategy going forward should be based on maximizing opportunities to work with other agencies on concrete initiatives, such as the Second Decade for Poverty Eradication, the CEB Joint Crisis Initiatives, and within UNDAF processes.

Gender equality

- 375.** The resolution concerning gender equality at the heart of decent work, adopted by the ILC in 2009, guided the delivery of the ILO strategy on gender equality. The Action Plan for Gender Equality (2010–15) operationalizes the 1999 policy on gender equality.
- 376.** The Office made progress in mainstreaming gender into DWCPs, scans and policy work conducted within the framework of the Global Jobs Pact into training curricula, research and publications, and into evaluation tools and partnership agreements with donors. For example, manuals have been developed to help trade unions organize women workers in the rural sector and EPZs, as part of a technical cooperation programme on freedom of association and collective bargaining supported by the Government of Sweden. Measures to overcome gender discrimination in employment and occupation have underscored ILO policy advice on labour law reform and enforcement. For example, in a technical cooperation programme being implemented in Angola, Brazil, China, India and South Africa, with the support of the Government of Norway, advice has been provided in respect of discrimination, equal pay, maternity protection, work–family balance and domestic workers. Greater emphasis on gender equality also underpins the revised ILO guidebook for the preparation of DWCPs and the updated guidelines for the monitoring and evaluation of ILO technical cooperation projects.
- 377.** Participatory Gender Audit (PGA) is a flagship accountability tool endorsed by the Governing Body and acknowledged globally as one of the main vehicles for evaluating and monitoring achievements on gender equality. Five PGAs were conducted during the biennium in external entities (Ministry of Labour of Barbados, Department of Labor and Employment of the Philippines, Federation of Palestinian Chambers of Commerce, Public Services International and UN Country Team in Albania), in addition to the 34 audits that had been undertaken in administrative units across the Office by the end of 2011. Much emphasis has been recently placed on training PGA facilitators in order to promote autonomy of ILO offices and constituents alike, thereby creating a multiplier effect for PGA implementation. For example, in western Africa, some 30 women and men trade unionists were trained and developed a gender roadmap, triggering gender audits in workers' organizations in Benin, Mali, Morocco, Niger, Senegal and Togo. Similarly,

29 trade unionists from 13 countries in Latin America were trained and have developed national gender action plans. In southern Africa, the Office supported employers' representatives from eight countries to acquire a sound competency in gender auditing. PGAs have also been widely accepted by the UN family as a methodology to assess the performance of UN country teams with respect to gender equality and as a tool for gender mainstreaming in the Common Country Assessment and UNDAF processes. By 2011, these audits had been successfully introduced by the ILO and used by UN Country Teams in Albania, Cape Verde, Ethiopia, Kenya, Liberia, Malawi, Mozambique, Nigeria, Philippines, Rwanda, United Republic of Tanzania and Zimbabwe.

378. Training through the Turin Centre provided opportunities for constituents and staff to increase their knowledge on gender concepts and to share good practices. Some 530 people were trained on gender mainstreaming of which 33 were trained as facilitators of gender audits. In 2011 the Centre conducted a successful Gender Academy, the first of this kind in the UN. In many cases, collaboration with the Centre led to the development and piloting of new tools. One example is a new module to assist labour inspectors to identify situations of gender discrimination and to encourage the development and monitoring of workplace gender equality action plans. This material has been translated into several languages and has supported capacity-building activities in Brazil, China, Indonesia, South Africa and Ukraine.

379. ILO engagement in the regions through field expertise and at the global level has enabled the Office to promote greater coherence on decent work and gender equality, as exemplified by the Memorandum of Understanding signed with UN Women in 2011. References to decent work and gender equality were included in the outcome document of the General Assembly High-level Plenary Meeting on the MDGs, the conclusions of the 55th Session of the UN Commission on the Status of Women, and the UN Secretary-General's reports on gender equality to ECOSOC.

Support to delivery and governance

Governance, support and management

380. High-quality service to constituents and efficient, cost-effective management of resources are the two principles that have guided the Office in implementing its governance, support and management functions. By definition, work related to these functions supports the overall goals of the Organization in the delivery of technical services and in its governance.

381. The biennium has seen significant changes in:

- the functioning of the Governing Body, based on a reform that received wide consensus and which should lead to significant efficiency gains;
- participation of ILO constituents in the preparation of Decent Work Country Programmes (137 completed and/or under preparation);
- the Programme and Budget results-based framework for 2010–15;
- evaluation practice and follow-up on recommendations made;
- introduction of International Public Sector Accounting Standards (IPSAS);

- development of a risk management register detailing the risks facing the Organization in 2012–13, along with mitigation strategies to address those risks;
 - systematic follow-up on internal audit recommendations; and
 - monitoring of CO2 emissions directly linked to ILO operations.
- 382.** Overall oversight of Office operations was strengthened by work of the Independent Oversight Advisory Committee, the review of the past four years of experience and the adoption of reform proposals.
- 383.** The Governing Body has exercised oversight of management strategies related to IT, human resources, knowledge management, and technical cooperation. Each strategy details clear objectives and measurable or verifiable milestones and results. The extension of the IRIS to field and regional offices is proceeding, and now includes offices in Bangkok, Beirut, Budapest and Lima. New staff recruitment procedures have been applied. A new modality to peer review papers and selected high-profile publications is being introduced.
- 384.** Several Office-wide measures have been taken to control and reduce costs, including through wider use of videoconferencing; enhanced electronic distribution of Governing Body documentation; and improvements to the functioning of the International Labour Conference. An Office-wide Expenditure Review Committee was established to propose ways of achieving high-quality and cost-effective results for ILO constituents.
- 385.** These changes have produced higher quality services for ILO constituents in areas within the Organization’s mandate and have assured the use of transparent procedures and cost-effective operations. They have also led to an expanded programme of work within a constant resource base in real terms.

Outcome 1: Effective and efficient use of all ILO resources

Performance

Human resources

- 386.** In line with the Human Resources Strategy 2010–15, the Office focused on four areas: (i) the enhancement of talent and leadership capacity; (ii) increased accountability; (iii) teamwork and collaboration; and (iv) creating an enabling working environment.
- 387.** A first step was the realignment of the internal structure of the Human Resources Development Department (HRD) to allow for more effective delivery of the HR strategy, notably by fostering more seamless operations. This included:
- the establishment of a Talent Management Branch, whose main purpose is to bring cohesion to recruitment, staff mobility and promotion; support staff development and coaching; promote accountability for results; and enhance internal organizational structures;
 - strengthening of the HRD partnership with technical and administrative sectors: the number of Senior Human Resource Officers (renamed HR partners) has been increased through reallocation of resources, and their role has been re-oriented to bring them closer to the needs of the sectors and regions, particularly in the area of support to technical cooperation operations. Workforce planning has also been reinforced with periodic consultations with senior management, as well as with individual work units at headquarters and in the field;

- improved communication practices within HRD, with a view to emphasizing the interrelation of functions and the contribution of individual efforts towards a common goal; and
- the introduction of an initiative aimed at making the HR team's approach more professional and enabling it to fulfil its service function more effectively and efficiently.

388. In general, progress has been consistent in areas where management has a good level of autonomy in policy definition, in particular with respect to workforce planning, staff development, leadership and management initiatives, the implementation of the staff performance management system, as well as with initiatives streamlining administrative processes to improve cost-effectiveness. Collaboration with the Staff Union is continuing in order to foster an enabling working environment.

389. In the area of workforce planning, the Office has continued building on the positive results achieved from managing recruitment for all regular budget professional vacancies in two rounds per year (each February and August): four Recruitment and Placement System (RAPS) rounds, covering 134 competitions, were completed during 2010–11, and the results of competitions were systematically communicated within a maximum of four months following publication of the vacancy notice. This has contributed to reducing the time during which positions remain vacant, promoting internal mobility and ensuring timely succession planning. RAPS has also improved the Office's outreach as an employer, attracting more than 22,000 applications during the biennium, including 20 per cent from non-represented and un-represented member States. It has also contributed to a more systematic approach to gender parity, with 51.5 per cent of the candidates appointed through RAPS being women.

390. Staff development initiatives have been driven by the needs of the organization and informed by the staff development need identified in the new Performance Management Framework (PMF). A Leadership Development Initiative was delivered in 2011 to 61 senior managers. All management and administrative units collaborated in the design of a comprehensive e-learning programme consisting of eight modules covering finance, procurement, programme, technical cooperation, information technologies and human resources, with gender, ethics and risk management as cross-cutting themes. Participation in this programme will be mandatory for all staff and will complement the orientation courses organized twice a year for new recruits, which cover the major areas of the Office's technical work.

391. The modernization brought about by the new working methods requires a change in internal culture, and an open mindset towards change. In the past biennium, HRD has focussed its efforts on supporting the implementation of the PMF at all levels through a variety of activities (training, coaching, implementation of management accountability mechanisms, targeted communications, streamlining the functioning of the Reports Board and the development of internal guidelines and advice). Some 367 staff participated in two new workshops that were developed and made available globally to support conversations about effective performance and to improve manager accountability in this area; 19 per cent of ILO managers have participated in the two-day workshop on Creating Results Through People. In addition, customized briefing and coaching sessions were provided to 1,240 staff, to support appraisal compliance. Approximately 2,300 beginning of cycle appraisals were reviewed by HRD to monitor the quality of individual workplans and their alignment with staff development requests. While all these efforts have contributed to a greater awareness of the new system and its advantages for the Organization, overall compliance remains relatively low and there are many delays. Although HRD has worked

to promote the cultural shift required to implement the PMF, more needs to be done to increase accountability at all levels to ensure its effective and timely implementation.

- 392.** Initiatives to streamline administrative processes and improve cost-effectiveness included the rationalization of certain HR transactions and the administration of entitlements, particularly in the areas of affiliation to health insurance, expansion of self-service online tools for medical clearance, and the calculation of pension estimates. In the area of recruitment, cost efficiencies have been realized with the extensive use of Skype and videoconferencing for assessments and interviews, collective media advertising of vacancies and group hotel bookings for candidates travelling for interviews.
- 393.** Increased staff satisfaction and performance through an enabling work environment represents a key outcome of the ILO Human Resources Strategy 2010–15. An initial staff satisfaction survey covering four major areas (organizational mandate, career development, management and leadership, and work environment) was conducted in 2011 to establish an average baseline to be used as the reference point to monitor changes over future biennia and effectively respond to existing and emerging needs to improve the working environment. The overall level of satisfaction for the above-listed areas was 68.9 per cent; the highest results obtained were with respect to satisfaction with the ILO's mandate (89.4 per cent). The areas where overall staff satisfaction fell below 50 per cent confirm that the primary issues for development are within the areas of career development, performance recognition and work–life balance. In the latter area, a teleworking policy was successfully introduced and implemented in early 2010. Work continues in other identified priority areas, such as the review of part-time and other flexible working arrangements. Internal capacities are also being reinforced in the area of OSH and incident reporting, especially in the context of the headquarters renovation.
- 394.** A positive evolution can also be reported with respect to conflict prevention and resolution, with a noticeable decrease in the proportion of conflicts that could not be solved or settled through informal mechanisms (15.3 per cent in 2011, compared to the 20 per cent 2009 baseline). This has been achieved through the ongoing services of the Office of the Mediator and a more proactive role of HRD in the consideration of the disputes brought to its attention. In absolute terms, the number of formal grievances filed with the Joint Advisory Appeals Board continues to decline (31 in 2009, 29 in 2010 and 22 in 2011).

Information technology

- 395.** The Information Technology Strategy 2010–15 provides the framework for a broad set of technology, process and staff-related reforms necessary to govern and sustain major IT investments. Underpinning this transformation was the need to ensure that IT was aligned with key Office strategies and was leveraging IT investments to maximize value to the Office.
- 396.** In keeping with the recommendations of the IT Infrastructure Investment Study, which the Governing Body approved in November 2010 and funded for a five-year period, 11 transformation sub-projects were identified. The following infrastructure improvements were completed as part of these sub-projects:
- replacement of all electrical, copper and fibre cabling in the Information Technology and Communications Bureau (ITCOM) data centre;
 - upgrading of the Storage Array Network that houses all of the ILO's data;
 - implementation of a new tape backup library;

- replication of the ILO's data, GroupWise mailboxes and Blackberry services at a secondary off-site hosting facility, in compliance with audit recommendations;
- establishment of a database for the tracking and monitoring of IT assets;
- consolidation and virtualization of data centre equipment, resulting in higher availability of IT resources, improved technology standardization and a reduced carbon footprint;
- reinforcement of the raised floor in the data centre to support the weight of the consolidated server infrastructure;
- enhancement of the ILO's web infrastructure to make it more secure and reliable;
- implementation of global search engines that span the entire set of ILO public and internal web-based applications;
- introduction of single sign-on functionality across key enterprise applications (to reduce the number of passwords used by staff) and centralization of the purchasing of personal computers (PCs) and Microsoft Office licenses for staff funded by the regular budget, to better leverage bulk purchase discounts, ensure license compliance and better manage the replacement of obsolete equipment.

397. When rolling out IRIS to the Bangkok, Beirut, Budapest and Lima offices, the Office was able to apply lessons learned from post-implementation audits to continuously improve the implementation methodology, change management strategy, training approach and other processes applied during the roll-out. Business process reviews were also effective in preparing field office staff for IRIS.

398. ITCOM was reorganized, in consultation with staff, to more effectively deliver IT services. A revised IT governance structure was put in place to improve decision-making and accountability around IT investments. A key function of IT governance was the creation of a Project Management Office responsible for standardizing and introducing economies of repetition in the execution of projects. This office will play a central role in IT governance by calculating the total ownership cost of proposed IT investments, providing business case analysis and recommendations on which projects should be undertaken, and communicating to senior management the status and risk of the projects that are being implemented.

399. ITCOM actively collaborated and partnered with other UN agencies on several "One UN" joint initiatives. By leveraging the expertise, technologies, applications and contracts implemented by system-wide agencies, ITCOM has been able to reduce life-cycle costs and speed delivery of IT services.

400. Training workshops and other capacity-building initiatives were put in place to enhance capacity and equip ITCOM staff to deliver the transformation agenda, as outlined in the IT Strategy.

Technical cooperation

401. The Technical Cooperation Strategy 2010–15 aligns the priorities for resource mobilization and allocation with Decent Work Country Programmes and the 19 decent work outcomes of the programme and budget. The introduction of outcome-based workplans in 2010 has further improved the mapping of priority areas for ILO action, based on the needs identified by constituents and the Office at the country and global levels. Some development partners, including the Governments of Ireland, Norway, and

Sweden, have shifted their support from project-based funding to the 19 decent work outcomes. Several development partners (Belgium, Brazil, Germany, Ireland, Italy, Kuwait, Netherlands, Norway, Poland, Spain, Sweden and United Kingdom) have provided significant un-earmarked resources to the ILO through the RBSA. This has allowed the Office to better fund priority target outcomes. Data for 2010 show that a few outcomes, including those on child labour and employment (particularly employment-intensive investment, enterprise development and skills development), account for 66 per cent of total extra-budgetary resources. The Office will continue to advocate for un-earmarked extra-budgetary funding to strengthen its services to constituents across all 19 outcomes.

- 402.** The quality control procedures introduced in 2009, including project appraisal and strengthened monitoring and evaluation, have become institutionalized and are reflected in internal governance documents. For example, the internal technical cooperation quality appraisal mechanism reviewed over 250 project proposals, of which over 70 per cent were required to undergo further improvements in areas such as evaluability, gender equality and involvement of constituents. By the end of 2011, 350 ILO staff had undergone formal training to improve their knowledge and skills on project cycle management. The increased delivery rate is partially attributable to these strengthened mechanisms.
- 403.** The Office devoted special attention to strengthening the role of constituents in national development policy-making. Capacity development efforts were reinforced to enable them to effectively engage in Decent Work Country Programmes. This resulted in greater constituent involvement, not only in the design of these programmes, but also in monitoring and evaluation, often through their participation in related steering committees. These committees are increasingly assuming oversight responsibility for the implementation of ILO-supported activities, which in turn contributes to enhancing national ownership and the sustainability of results over time. Capacity development of constituents, UN Country Team members and ILO staff in relation to UNDAFs were conducted in all regions under the “Working with the United Nations” programme. This contributed towards more significant mainstreaming of decent work into the development agenda. An assessment of 28 operational UNDAFs carried out in January 2010 showed that 57 per cent (16) of the UNDAFs that were active and being implemented in December 2009 referred to all four pillars of the Decent Work Agenda and that all referred to at least one pillar. These findings were confirmed in a subsequent inter-agency desk review led by the ILO, which showed that all 13 UNDAFs signed in 2010 include significant decent work outcomes, especially on employment generation and social protection. Notwithstanding some challenges, overall participation of social partners in UNDAFs has improved during the biennium. Two good examples are Argentina and Uruguay.

Knowledge

- 404.** In keeping with the Knowledge Strategy 2010–15, the ILO improved the quality of the evidence-based, high-profile publications that it produced during the biennium. These publications now go through a new, centralized peer-review system involving both internal and external experts. The statistical foundation of the research used in the publications has been augmented by: (a) the ILO’s new statistical short-term indicators database, which now covers 102 countries and territories and contains timely information on the four strategic objectives; (b) the launching of a new compilation of annual data; and (c) the significant increase in the technical assistance provided to member States to enable them to produce more and better quality statistics on labour and decent work.
- 405.** High-profile publications have also benefited from an improved and more interactive process of knowledge sharing. National and regional presentations are increasingly a systematic component of the dissemination strategy for these publications. Several

conferences – bringing together constituents, partner organizations and other external stakeholders – have improved knowledge exchange and the analytical underpinnings of the ILO research agenda.

- 406.** With respect to the dissemination of ILO knowledge, there has been a marked increase in the number of PDF downloads of high-profile publications. With the redesign of the website and changes to its structure, articles can now be enhanced with more vivid graphics, embedded videos and flexible templates, making for a richer user experience and greater impact. International Labour Conference webcasts and embeds of external webcasts from ILO partners (i.e. UN, the Oslo Conference) have been featured on the homepage of the ILO website. The number of commercial and non-commercial electronic aggregator partners² continues to increase, as does the number of ebooks prepared and delivered to them. Four new electronic aggregators have been signed since 2009.

Results-based management

- 407.** A number of structural and operational changes have proven to be effective in driving the Office's action towards visible, measurable results. The roll-out of the new field structure has allowed for an efficient use of ILO resources and increased capacity to deliver timely and quality services to constituents in all regions. For example, the stronger critical mass resulting from the establishment of the four Decent Work Technical Support Teams (DWTs) in Africa contributed positively to the development and approval of 21 Decent Work Country Programmes in that region during the biennium, with several programmes approved at the national Cabinet level. The consolidation of DWTs, with a number of technical areas covered by more than one specialist and/or specialists based in different locations, has generally translated into a more flexible and efficient deployment of ILO expertise. In Latin America, this effort has been supported through the pooling of resources into a dedicated fund that enables technical specialists to field assistance missions across subregions. Closer multidisciplinary work, combining technical expertise from headquarters, DWTs and technical cooperation projects, has underpinned ILO assistance to country programme implementation in Asia, for example in Afghanistan, Nepal and Pakistan.
- 408.** There has also been increased and more effective participation of the ILO in UN reform, particularly in the implementation of One UN programmes, such as in Africa, where it was effective in leveraging resources to enhance the delivery of Decent Work Country Programme outcomes. In Albania, many dimensions of the Decent Work Agenda were included in the 2012–16 One UN Programme. Through its active participation in the Peer Support Group (the technical arm) in the Arab States region, the Office has provided substantive technical inputs to all the Common Country Assessments/UNDAFs that were rolled out during the biennium, thereby contributing to the quality support and assurance function of the Regional United Nations Development Group.
- 409.** The introduction of outcome-based work planning in 2010 has proven to be an invaluable management tool to guide the achievement of results. This has permitted the ILO to concentrate resources from across technical programmes at headquarters and regions on common priorities. It has also fostered collaborative working methods throughout the Office.

² Aggregator refers to a website or computer software that collects a specific type of information from multiple online sources.

Lessons learned and the way forward

Human resources

- 410.** More efficient HR management and operations systems properly supported by IT tools will not only ensure better service levels, but would allow HRD to continue to re-allocate internal resources to enhance the strategic role that HR staff are expected to play as respected service partners. The mediation process put in place in early 2011 has identified the major issues to be addressed and established a joint workplan.
- 411.** Compliance with new systems must be accompanied by clear accountability. For instance, the implementation of the PMF must be linked to performance accountability. For this to occur, rewards, recognition and dealing with underperformance are areas that must be addressed.
- 412.** The Office will continue to align staff training and development activities to Office needs and career development aspirations. Staff surveys have highlighted this as an area for improvement. Recognizing that the Office calendar leaves little room for flexibility, the Office will schedule a “capability week” three times a year to facilitate planning at more convenient times for different target groups.

Information technology

- 413.** A number of challenges remain to fully realize the benefits of IRIS Office-wide. The Office, through ITCOM, is working with business process owners to evaluate existing operational models in an effort to accelerate the roll-out of IRIS in 2012–13. It has also established contracts with external partners who are well positioned to provide value for money, in order to stay in step with the rapidly evolving and changing information technology landscape.
- 414.** Information technology infrastructure components have a useful life of approximately five years. Utilizing obsolete infrastructure is costly and can result in security vulnerabilities for the Office. To mitigate the cost and risk of replacing IT infrastructure every five years, ITCOM is exploring the possibility of using more external infrastructure service providers. This value proposition also has long-term funding implications, as infrastructure service contracts typically span several biennia.
- 415.** Centralized purchasing of PCs and software licenses currently applies only to staff funded through the regular budget. Greater efficiencies could be achieved if centralized purchasing included all PCs and licenses. ITCOM is working with the Financial Services Department to explore potential centralized purchasing scenarios that apply to all staff, regardless of funding source.
- 416.** ITCOM has embarked on a reorganization programme to more effectively deliver on the outcomes and milestones in the IT Strategy. A key challenge remains the upgrading of the skills, competencies and roles of ITCOM staff to fully achieve a modern, innovative and value-driven IT organization. ITCOM has begun a consultation process with staff, HRD and other stakeholders to upgrade existing job descriptions.
- 417.** Information technology governance structures, such as the IRIS Governance Board, the IRIS Management Task Team and the Information Technology Application Advisory Board were primarily effective within the Office management and administration sector. ITCOM is working to put in place an Office-wide IT governance structure to ensure that decentralized IT spending and IT investments are better managed. This will involve ensuring that investments are harmonized with other Office strategies, conform to

supported technology standards, can be sustained over the long term, and lead to measurable efficiency gains. ITCOM will also work with the Office to propose opportunities for the centralization of IT resources, in areas where cost savings and improved quality of services can be achieved.

Technical cooperation

- 418.** ILO donors have responded positively to calls for un-earmarked core funding for the Decent Work Agenda, with increasing contributions for RBSA and outcome-based funding. At the same time, the Office has received repeated calls for better reporting on the allocation of funding and especially on the results achieved through technical cooperation. Going forward, the Office will endeavour to enhance its reporting to donors on technical cooperation results, alongside comprehensive reporting through the biennial Programme Implementation Report.
- 419.** Recent years have seen an emergence of a variety of funding modalities (project funding, larger scale thematic or regional programmes, multi-year framework agreements, RBSA, outcome-based funding, in-kind cooperation) and a greater diversity of funding sources (long-standing donors, South–South cooperation, public–private partnerships, foundations, development banks). In 2012–13, the Office will adapt its technical cooperation strategy to this new environment.
- 420.** Quality control procedures for technical cooperation have been successfully established, and an internal survey indicates that they are generally supported by ILO staff. Nonetheless, there is a perception that quality controls will also engender delays. Over the next biennium these mechanisms will be reviewed to ensure that they are rigorous, but not burdensome. This will also include measures to improve the quality and timeliness of progress reports.
- 421.** Notwithstanding the progress made, constituents could be more actively involved in the preparation of Decent Work Country Programmes and in UNDAF processes. Through the Governing Body’s Technical Cooperation Segment, the Office will continue to discuss the capacity development approaches required to ensure the maximum possible engagement of constituents in national development processes.

Knowledge

- 422.** The successful implementation of a systematic peer-review system has significantly improved the quality and relevance of research undertaken at the ILO. This has improved the ILO’s ability to inform and influence global policy discussion at the highest political level, particularly with respect to the financial crisis. Moving forward, efforts are needed to maintain, improve and expand the peer-review mechanism.
- 423.** One challenge to implementing the overall strategy is the extent to which research is decentralized at the ILO. To address this, in 2012 the ILO will create a Global Research and Publications Task Force, led by the Director of the International Institute for Labour Studies, as part of the Knowledge Management Strategy. The task force will develop an overall research and publications strategy, which will: (i) address working methods; (ii) improve coordination of research teams; and (iii) increase the share of high-profile publications. The establishment of a high-profile multidisciplinary working paper series, as proposed by the Expenditure Review Committee, would also streamline this work.
- 424.** The share of total publications that are considered high profile remains below the 5 per cent objective set for the biennium. This is due in part to the higher than expected volume of publications related to the financial crisis and the current decentralized approach to

research. The Global Research and Publications Task Force, which will include an editorial board, should improve overall coordination and the share of high-profile publications.

- 425.** The increase in the number of downloads of the PDF version of ILO reports suggests a growing interest in ILO knowledge products. However, the ILO still needs to more fully exploit and expand its use of all aspects of available social media options, such as expanding its network of Twitter followers and re-tweet partners. Other social networking features, such as blogs, online forums and podcasts, could be introduced within an overall policy on social media.
- 426.** While the Office has examined the opportunities that mobile dissemination (smart phones, tablets, etc.) presents, these have not been pursued in 2010–11 due to lack of in-house capacity. In 2012–13, additional efforts will be geared towards determining how to make use of this technology. The ILO also plans to pilot e-books in different formats, which will allow them to be read on mobile platforms, such as iPhones or Kindles. To support mobile dissemination, the Office will need to develop the partnerships and infrastructure necessary to shift content production that is presently focused on the Internet to mobile platforms.
- 427.** The statistical foundation of research will be further enhanced and coordinated by the Department of Statistics so as to avoid duplication of effort. To underpin sound research activities, the international comparability of data will be enhanced by supporting data producers in countries to follow statistical standards. In 2012–13, the Office will closely monitor the ability of national data producers to compile relevant labour and decent work statistics and will foster a clearly defined relationship with data analysts.

Results-based management

- 428.** The biennium has witnessed steady progress towards compliance with ILO results-based management policy, as exemplified by improvements in the quality of Decent Work Country Programmes and by the introduction of outcome-based workplans. The streamlined results framework set out in the Strategic Policy Framework for 2010–15, centred on the Decent Work Agenda captured in 19 outcomes, has again proven its value. Overall, the framework has helped to focus ILO work, from the planning to the reporting phases, and to enhance efforts to concentrate available resources towards the achievement of well-defined results. Although indicators across the 19 outcomes are quantitative in nature, the measurement criteria accompanying each indicator have contributed to strengthening the qualitative content of the reporting information.
- 429.** However, the experience of the biennium has also shown some of the limitations of the current measurement system. The weight given to the measurement criteria is uneven across indicators. Some measurements have also proven to be unsuitable for measuring the results that can realistically be achieved with ILO support. Similarly, the indicators for the outcomes related to Governance, Support and Management do not sufficiently measure the efficient use of resources or the effective and efficient governance of the Organization. In 2012–13, the Office plans to pilot selected qualitative indicators, which will be applied in addition to those that have been set through to 2015. This exercise will build on the evaluability assessment of the results framework provided in the Annual Evaluation Report 2010–11, which was discussed by the Governing Body in November 2011, and is meant to feed into the preparation of the next Strategic Policy Framework. Incentives for teamwork should be further developed.
- 430.** Experience also underscored how progress in each of the results-based management strategies is interconnected – the effective and efficient implementation of each strategy relies on, and contributes to, several other strategies. For instance, through the

development of the skills mapping initiative and the organization of detailed annual HR reviews covering all units at headquarters and in the regions, the Office is now better equipped to ensure appropriate and timely knowledge transfer and to re-profile upcoming vacancies to seek expertise in the policy advice and research areas that are in demand by constituents. Similarly, the implementation of new applications, such as the ILO's Internal Governance Documents System, Governing Body Document System, IRIS User Centre and collaboration tools (such as Plone), have strengthened knowledge and improved information access across the Office. Going forward, these efforts should continue. Continued improvements in knowledge management will require greater integration with the human resources and information technology strategies, to ensure that ILO staff acquire the necessary skills to make full use of available tools, particularly those related to digital platforms such as social media.

Outcome 2: Effective and efficient governance of the Organization

Performance

Oversight

- 431.** The Office issued revised internal governance documents to clarify the responsibilities of the various parties involved in implementing internal audit recommendations. These documents emphasize the role of regional and sector management in verifying the implementation of internal audit recommendations. This will also serve to improve region- and sector-wide implementation of the recommendations that have a broader relevance beyond the Office or the specific function that was audited.
- 432.** With the introduction of the new system to follow up on internal audit recommendations, the average time taken by offices and functions that have undergone an internal audit to submit completed implementation reports has improved significantly, compared to previous biennia. The quality of implementation reports has also progressively improved.
- 433.** In 2011, the Office of Internal Audit and Oversight (IAO) introduced a system of dedicated follow-up audits to verify that action had been taken by management to implement internal audit recommendations. This system will help provide independent assurance that appropriate steps have been taken to address the IAO's recommendations.
- 434.** Following an independent evaluation of the ILO's evaluation function in 2011, a new results-based evaluation strategy was formulated and approved by the Governing Body in March 2011. To keep pace with evaluation policy changes, evaluation guidelines and all related guidance materials have been updated and streamlined. The flow of information to constituents and ILO staff on lessons learned was improved with the introduction of a quarterly evaluation newsletter on evaluation results (*i-eval: Flash news*). The regional evaluation focal points participated in a number of workshops, with the support of the Evaluation Unit (EVAL). This provided 341 constituents with specialized knowledge on evaluation, substantially exceeding the target of 75 constituents set for the biennium.
- 435.** In an effort to improve follow-up on evaluation recommendations, EVAL introduced a new pilot procedure in 2011. This procedure allows for rigorous tracking of the follow-up on recommendations and also establishes that senior line managers, instead of project managers, have the ultimate responsibility for follow-up. New figures on the follow-up on recommendations in 2010–11 show a notable improvement over the results of 2009–10.

Risk management

436. As part of the risk management process, the Office of the Legal Adviser (JUR) launched a campaign, in coordination with regional and headquarters units, to ensure basic legal protection for in-country ILO operations. By drawing attention to the Governing Body's recent call for accession to the 1947 Convention on the Privileges and Immunities of the Specialized Agencies, two additional member States have acceded to the Convention and accepted Annex I concerning the ILO. Significant progress toward accession is also under way in ten more member States. Office-wide consultations have also led to the development of a model framework accord for cooperation to apply to in-country ILO operations. The framework accord for cooperation is under initial consideration in ten member States. The need to balance the particularities of in-country frameworks with a minimum universal threshold for legal protection in ILO operations will continue to inform ongoing efforts to achieve commitments by all of the member States in which the ILO operates.

Governance organs

437. The reform of the Governing Body had an impact on the required timeliness, length and number of documents to be produced and printed. A new target for the timeliness of documents was introduced: Governing Body papers will now be available electronically 15 working days prior to the start of public Governing Body meetings (the previous deadline was two weeks before their discussion). The Office also launched a progressive policy of "paper light" meetings. This was particularly successful with respect to the distribution of pre-session Governing Body documents. Since 2010, these documents have been systematically posted on the website and have only been distributed in paper format upon request. Within the space of one year, the Relations, Meetings and Documents Service has moved from a 100 per cent paper format pre-session distribution to a 24 per cent distribution of pre-session Governing Body documents. This reduces printing and distribution costs and improves the ILO's environmental footprint.

438. Consultations with constituents on governance were improved, with the number of briefings/consultations more than doubling in comparison to 2008–09. These consultations involved permanent missions, regional coordinators, group meetings, a consultative Geneva-based group, secretariats of employers' and workers' organizations and Governing Body members.

439. Following the Governing Body's adoption of revised rules, the Office put in place a new set of internal procedures and working methods in order to implement the four main pillars of the Governing Body's reform package: (i) an improved agenda-setting mechanism; (ii) a new Governing Body structure; (iii) enhanced transparency and Office support to tripartite constituents; and (iv) better documentation presentation and time management.

Lessons learned and the way forward

Oversight

440. Compliance with IPSAS has involved significantly increased data gathering, analysis, reporting and general accounting activities not foreseen when United Nations organizations decided to adopt this standard. A re-prioritization of work has been required in order to accommodate this new requirement, with resources being redeployed from supporting field activities, regular account analysis and verification work. The introduction of annual audits, in addition to the direct cost involved, requires a commitment of staff time to support the audit function. This time would otherwise be spent managing the regular operations of the Office.

- 441.** Regarding the timely implementation of audit recommendations, the key lesson learned during the introduction of the new follow-up procedure was that unless an implementation report is received by the prescribed target date it was not possible to determine if a recommendation had been implemented within the prescribed deadline. To help address this issue, new procedures have been put in place to: (i) improve the monitoring of implementation reports; and (ii) progressively provide a more complete analysis of the implementation status of internal audit recommendations and their compliance with the performance indicators.
- 442.** A recent meta-study of 59 projects, undertaken by EVAL, found that inadequate monitoring and evaluations systems are major weakness areas in many projects. The revised quality appraisal procedures for technical cooperation projects have recently added the provision that monitoring and evaluation appraisals be undertaken by EVAL for any new project proposal above US\$5 million, which will help address this shortcoming in future projects. The findings of two meta-studies synthesizing the results, quality and lessons learned from various strategies, Decent Work Country Programmes, project and thematic evaluations will help the Office to identify areas for improvement.

Risk management

- 443.** The Office introduced a risk management policy in 2009 and an Office-wide risk register has been included in the Programme and Budget for 2012–13. Risk management has been progressively introduced in standard procedures, and in staff security, procurement, information technology, finance, insurance policy and auditing. The Office will continue to build on the lessons learned from risk management and will expand the identification and management of risk in all relevant management areas, including results-based management, in order to efficiently and effectively manage key risks throughout the operations of the Office.

Governance organs

- 444.** Regarding the reform of the Governing Body, the main lesson learned is that confidence between constituents and the Office and between the partners themselves, together with an active but neutral role of the Office, is key to the success of any governance reform. This approach will be applied in the next phase of reform, which focuses on a review of the functioning of the International Labour Conference and Regional Meetings.
- 445.** Since 2009 the Office has conducted an internal and external post-mortem exercise following each International Labour Conference, in order to capitalize on lessons learned and make recommendations for the following year's Conference. For the next biennium, the Conference budget has been reduced by approximately 8 per cent. To tackle this challenge – to organize the same type of meeting with a 10 per cent reduction in funding – the Office intends to pursue a range of approaches. For the 2012 International Labour Conference, the Office plans to seek further efficiencies in interpretation services; review the handling of provisional records of plenary speeches; abolish night sessions by general discussion committees; and better manage overtime.