



Governing Body

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Institutional Section

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EIGHTH ITEM ON THE AGENDA

Proposal for an integrated policy outcome reporting within the framework of the four strategic objectives

Purpose of the document

This paper proposes to pilot, for the biennium 2018–19, consolidated and integrated policy outcome reviews within a framework based on the four strategic objectives (see the draft decision in paragraph 16).

Relevant strategic objective: All.

Main relevant outcome/cross-cutting policy driver: All.

Policy implications: Enhance the relevance and effectiveness of ILO action.

Legal implications: None.

Financial implications: None.

Follow-up action required: None.

Author unit: Offices of the Deputy Director-General for Policy and of the Deputy Director-General for Management and Reform.

Related documents: GB.328/PV; GB.329/PV; GB.329/INS/3/1; GB.331/INS/3; Resolution on Advancing Social Justice through Decent Work; Programme and Budget for the Biennium 2018–19; ILO Declaration on Social Justice for a Fair Globalization.

Introduction and background

1. The Programme and Budget for 2016–17 introduced a new results framework centred on ten policy outcomes. In November 2015 the tripartite screening group proposed to include in the agenda of each spring and autumn Governing Body session of the biennium a cycle of discussions of these outcomes.
2. Following the completion of the first cycle of discussions, in March 2016 the screening group requested the Office to propose a new organizing framework with a stronger rationale underpinning it.¹
3. Related to this, at its 329th Session in March 2017, the Governing Body adopted a programme of work to give effect to the evaluation of the impact of the ILO Declaration on Social Justice for a Fair Globalization, 2008 (Social Justice Declaration).² The programme of work includes a proposal for a two-year cycle of integrated and consolidated policy outcome reporting within the framework of the four strategic objectives (action item 3.2) and requests the Office to develop and submit proposals for the integrated policy outcome reporting to the October–November 2017 Governing Body session, with the aim of piloting it in the 2018–19 biennium.³

New proposed framework (a pilot)

4. In light of the Governing Body decision, the Office proposes to provide a consolidated integrated report on each of the four strategic objectives during each biennium rather than continuing to submit reports on each individual policy outcome to the Governing Body. Each report would focus on one strategic objective and discuss ILO actions taken under all policy outcomes and how those actions, taken together, contribute to the relevant objective. Integrating the policy outcome reviews within the framework of the four strategic objectives responds to the call for better assessing how the results of ILO work contribute to realizing the four strategic objectives.⁴ The proposed reviews are intended to generate useful policy lessons for leveraging synergies among the strategic objectives as Members face complex choices in prioritizing their efforts to advance decent work in an integrated way.
5. The objective of the four reports will be to enhance the relevance and effectiveness of ILO action. Informed by ILO research, global debates and knowledge generated through ILO implementation on the ground, the policy reviews will have a strategic focus. The reviews will identify the right mix of policy recommendations, identify gaps and suggest avenues for future work and, in turn, thus receive strategic and timely policy guidance from the Governing Body.

¹ The reporting to the Governing Body of the nine policy outcomes under the programme and budget structure currently follow a chronological sequence within the two-year cycle of the programme and budget.

² [GB.329/PV](#), para. 35.

³ [GB.329/INS/3/1](#), para. 24.

⁴ [Resolution on Advancing Social Justice through Decent Work](#), ILC, 105th Session, Geneva, 2016, para. 15.3(b).

6. The Governing Body could decide to pilot this proposal for the biennium 2018–19. An evaluation of whether it has accomplished its goals could advise the Office reporting in future biennia.

Scope of the proposed reviews

7. All policy outcomes are expected to contribute to the promotion and realization of all four strategic objectives of the Decent Work Agenda. Four times in the programme cycle the reports would allow the Governing Body to explore progress or challenges encountered in promoting each of the strategic objectives, and what effects these experiences may have on achieving other decent work objectives. An illustration of the relationships between the policy outcomes and the strategic objectives is set out for indicative purposes in the appendix.
8. The policy outcome reviews would also integrate the four cross-cutting policy drivers identified in the Programme and Budget for 2018–19.⁵ This will shed light on how the drivers boost realization of the decent work objectives.⁶ The 2016 re-affirmation of the drivers' roles reiterated *international labour standards* as central to implementation of the strategic objectives and to coordinated action for a global integrated pursuit of decent work; *social dialogue and tripartism* as a crucial means for achieving the four strategic objectives at national, regional and international levels; and *gender equality and non-discrimination* as a cross-cutting issue.⁷ The fourth driver, *a just transition to environmental sustainability*, has been recognized as a necessary component of decent work as foreseen in the Social Justice Declaration.⁸
9. ILO action on policy outcomes and drivers also includes follow-up to plans of action based on recurrent discussion resolutions of the Conference that have been endorsed by the Governing Body. The proposed reporting framework would thus naturally accommodate the now separate reporting to the Governing Body under these plans of action. The Governing Body may wish to pilot a coordinated approach under two separate but related items or, as appropriate, an integrated approach under a single document covering a review of action targeting both policy outcomes and respective plans of action.

Organization of the proposed reviews

10. To pilot this proposal, the Governing Body could place a regular item on its agenda in the March and November sessions of the 2018–19 biennium.⁹ Each session would focus on one strategic objective in relation to all relevant policy outcomes and cross-cutting policy drivers. For the umbrella strategic objective of social protection, two sub-items could be discussed – social security and labour protection – under a single agenda item. If the

⁵ Programme and Budget for the biennium 2018–19, paras 19–20.

⁶ [Social Justice Declaration](#), Annex, Part II(D).

⁷ Resolution on Advancing Social Justice through Decent Work, op. cit., para. 13; Social Justice Declaration, Part I(A), I(A)(iii) and I(B).

⁸ Programme and Budget for the biennium 2018–19, paras 188–191.

⁹ See the appendix.

Governing Body so decides, the Office report would also cover follow-up to the plan of action corresponding to the strategic objective concerned.

Overall benefits from the proposal

11. The Office would submit four reports to the Governing Body instead of ten during each biennium. This could lead to a more streamlined, strategic and coherent approach to reporting on policy outcomes to the Governing Body, and foster improved coordination across and between policy outcomes in an integrated pursuit of the four strategic objectives.
12. Each of the four reports would highlight and analyse the integrated approaches of all policy outcomes as well as how they collectively contribute to the promotion of the four strategic objectives of the Organization. This would provide strategic policy analysis for the Governing Body to consider as it gives direction to the Office on further action.
13. The proposal could lead to more efficient and effective ILO action, including for the Governing Body agenda and the Office use of resources. Depending on the results of the pilot experience, the Governing Body could consider including in the reviews its ongoing review of other follow-up action beyond those established from recurrent discussions (paragraph 9). Currently, a number of programmes or plans of action are in effect, including those on global supply chains, small and medium enterprises, and others. The separate reviews of these plans of action give rise to additional items on the Governing Body agenda and separate Office reports within a two-year period. Coordinating review of these separate priorities with the programme priorities fixed under the programme and budget and recurrent discussions could provide the Governing Body with an overall picture of priorities set for ILO action in order to build on evident synergies and avoid duplication of effort and expense.
14. Any decision relating to other follow-up, for example, on action plans and programmes endorsed by the Governing Body from general discussions of the Conference, would benefit from the results of the pilot exercise.
15. The opportunities described above would contribute to a holistic and coherent perspective on ILO action taken in response to the Members' efforts to pursue decent work in the designated priority contexts of the world of work. These results would lead to improved focus and information for preparation of the Office report to the Conference for the recurrent discussion. As a result, the Conference will be in a better position to respond to the call to review the linkage between the needs of the Members and the programme and budget.¹⁰

Draft decision

16. *The Governing Body decides to:*
 - (a) *pilot, for the biennium 2018–19, consolidated and integrated policy outcome reviews within a framework based on the four strategic objectives, as set out in document GB.331/INS/8;*
 - (b) *include a corresponding item in the agenda of its March and November sessions during the same period;*

¹⁰ Resolution on Advancing Social Justice through Decent Work, op. cit., subparagraph 15.2. For details, see [GB.331/INS/3](#) (recurrent discussion framework).

- (c) coordinate and, where appropriate, integrate into the pilot any relevant reports on the follow-up to plans of action on recurrent discussions; and*
- (d) review the results of the two-year pilot, at its November 2019 session, to assess its impact and any appropriate future action.*

Appendix

Pilot – Strategic objectives across outcomes of the Programme and Budget for 2018–19

	Strategic objective			
	Fundamental principles and rights at work	Social dialogue and tripartism	Social protection (social security, labour protection)	Employment
Governing Body (GB) session	March 2018	Oct.–Nov. 2018	March 2019	Oct.–Nov. 2019
Lead department	NORMES	GOVERNANCE	SOCPRO	EMPLOYMENT
Outcomes contributing to strategic objective	All 10 outcomes	All 10 outcomes	All 10 outcomes	All 10 outcomes
Cross-cutting policy drivers	<p>International labour standards</p> <p>Social dialogue</p> <p>Gender equality and non-discrimination</p> <p>Just transition to environmental sustainability</p>	<p>All outcomes to be included in the report to the GB – Follow-up to the adoption of the Protocol and Recommendation on supplementary measures for the effective suppression of forced labour</p> <p>All outcomes to be included in the report to the GB</p> <p>All outcomes to be included in the report to the GB – ILO Action Plan for Gender Equality 2010–15, table 2</p> <p>All outcomes to be included in the report to the GB – Follow-up to the resolution concerning sustainable development, decent work and green jobs</p>		
Recurrent discussion on the follow-up plans of action, endorsed by the GB	<p>Nov. 2012 – the GB requested the Director-General to take full account of the Plan of action (2012–16) and to allocate the necessary resources for its implementation.</p> <p>Nov. 2016 – The second review of the Plan of action implementation to inform the second recurrent discussion in 2017.</p>	<p>Nov. 2013 – the GB requested the Director-General to adapt the Plan of action and the activity matrix in the light of guidance provided and to present a progress report in Nov. 2015.</p> <p>Nov. 2015 – A progress report (GB.325/POL/INF/1) highlighted outputs and outcomes, lessons learned and challenges encountered in the implementation of the Plan of action, and listed achievements in an appendix.</p>	<p>Nov. 2011 – the GB endorsed the Plan of action (2011–19).</p> <p>Nov. 2015 – the GB requested the Director-General to pursue the Plan of action and to draw on it in preparing future programme and budget proposals, and in developing resource mobilization initiatives. The Office proposed a timeframe (2015–22).</p>	<p>Nov. 2014 – the GB requested the Director-General to pursue the follow-up plan and draw on it for future programme and budget proposals, mobilizing resources and, as possible, in the current biennium.</p>
Other plans of action from ILC decisions submitted to the GB	Global supply chains, small and medium-sized enterprises and others.			