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## ILO programme implementation 2016–17

**Purpose of the document**

This document is submitted for debate and guidance.

**Relevant strategic objective:** All four strategic objectives.

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

**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 2018–19 and the preparation of the Programme and Budget proposals for 2020–21.

**Author unit:** Coordinated and prepared by the Strategic Programming and Management Department (PROGRAM).

**Related documents:** Programme and Budget for the biennium 2016–17.



*Contents*

	<i>Page</i>
Preface.....	v
Introduction.....	1
Part I. Results achieved: Promoting social justice through decent work.....	2
1. Overview of ILO action at the global level in 2016–17 .....	2
2. The ILO’s strategic objectives: An aggregated analysis of achievements.....	6
2.1. Employment .....	7
2.2. Social protection.....	13
2.3. Social dialogue and tripartism .....	18
2.4. Fundamental principles and rights at work.....	24
3. Regional highlights .....	28
3.1. Africa.....	28
3.2. Americas.....	30
3.3. Arab States.....	33
3.4. Asia and the Pacific .....	35
3.5. Europe and Central Asia.....	38
4. Cross-cutting policy drivers.....	40
4.1. International labour standards .....	42
4.2. Social dialogue .....	43
4.3. Gender equality and non-discrimination .....	45
5. Research, statistics and capacity for decent work.....	48
5.1. Knowledge, with a focus on the future of work .....	48
5.2. Labour statistics, with a focus on the SDGs.....	50
5.3. Capacity development through the Turin Centre.....	51
Part II. Accountability and value for money: An efficient and learning Organization .....	53
6. Financial performance .....	54
7. Strengthening governance through reform .....	55
8. Improved organizational efficiency and management of resources.....	56
9. Lessons learned, challenges and future prospects.....	66

*Appendices*

I. Programmatic performance.....	75
Introduction.....	75
Results under the policy outcomes.....	75
Results under the enabling outcomes.....	77
II. Additional financial data.....	90



## Preface

This implementation report completes the cycle of discussions on the 2016–17 programme and budget initiated in November 2014 when the Governing Body considered the preview of my proposals for the ILO’s activities for the biennium.

That process began with the conceptualization of the draft programme, and then addressed in sequence its concretization in specific budgeted proposals, its adoption and its implementation, and now concludes with this report on what the ILO has done over the past two years. It is a demanding and protracted process, but equally it is necessary, because without it proper tripartite governance of the Organization would not be possible and the Office’s accountability to its constituents would not be assured.

While the ILO makes great efforts to ensure full tripartite inputs to, and ownership of, its programme, its reporting to constituents on implementation has generally received less attention than the other phases of the programme cycle. That should be corrected, and is why this report reflects a commitment to improve on the substance and presentation of information on activities carried out and the impact they have had. We have, for example, responded to the requests for more detailed financial reporting at the outcome level, while in the spirit of transparency the online dashboard accompanying the report provides extensive information on country-level results and is accessible to all. These efforts need to be carried forward in future biennia in tandem with the continuous refinement of the ILO’s results-based management framework.

Ultimately, the value of the ILO’s work has to be measured not by the expenditure of resources or the quantity of work items completed but by the results they produce and the impact they have in improving working lives and promoting social justice across the world. The ILO has an important story to tell, and it needs to do it clearly and convincingly. It will benefit greatly from the Governing Body’s comments on this report, and on how it can tell the story still better in future biennia.

Guy Ryder  
Director-General



## Introduction

1. The 2016–17 biennium marked a shift in the focus of the International Labour Organization (ILO) programme to a limited number of key policy areas so as to bring critical mass and multidisciplinary approaches to bear in order to assure real impact. Significant resources were also redeployed from administrative and support services to technical work in the regions and at headquarters in line with ongoing efforts to uphold efficiency and reform. A thorough reflection on the achievements, challenges and lessons learned during the implementation of the Programme and Budget for 2016–17 is therefore critical, not only for the purposes of accountability but also with a view to informing future initiatives.
2. This report focuses on the ILO's performance in the biennium as measured by:
  - the ten policy outcomes of the results framework, which are centred on key areas of concern to constituents;
  - the three enabling outcomes – advocacy, governance and support services;
  - the three cross-cutting policy drivers – international labour standards, gender equality and non-discrimination, and social dialogue – which apply to all areas of the ILO's work.

The report analyses how the ILO's support to its constituents in 2016–17 has led to decent work-related results at the country, regional and global levels, with the ultimate goal being to yield a positive impact on people's lives.

3. This report is anchored in the ILO's continued commitment to transparency and efficiency. Its format and content take into account the guidance provided by the Governing Body on the occasion of its examination of ILO programmatic documents throughout the biennium, including but not limited to the report *ILO programme implementation 2014–15*. In that vein, a new web-based Decent Work Results Dashboard <sup>1</sup> has been made available to complement this report, allowing ILO constituents and the general public to easily search and access detailed performance information and analyses on:
  - results achieved in 2016–17 by ILO member States and information on the Office's contribution to the achievement of those results, taking into account the cross-cutting policy drivers;
  - progress made in advancing the Decent Work Agenda at the country level across the five regions;
  - overall progress made in respect of each ILO outcome;
  - the most significant outputs delivered by the Office.

The Decent Work Results Dashboard also includes links to specific projects in the ILO's Development Cooperation Dashboard. <sup>2</sup>

<sup>1</sup> <http://www.ilo.org/IRDashboard>.

<sup>2</sup> <http://www.ilo.org/dashboard>.

4. The data and analysis presented in this report draw directly from information included in the Decent Work Results Dashboard. Figures and tables facilitate the presentation of quantitative information in the aggregate; boxes with examples of results, illustrating the effect of the ILO's work on living and working conditions and information on progress under the ILO Centenary Initiatives, attest to the quality of the achievements.
5. The report is organized into two parts:
  - Part I presents an overview of global progress made and challenges faced in the promotion of social justice through decent work. Following an overview of ILO action at the global level in 2016–17 (section 1), it assembles performance information under distinct subheadings, covering:
    - the four strategic objectives of the ILO which are at the heart of the Decent Work Agenda: employment, social protection, social dialogue and tripartism, and fundamental principles and rights at work (section 2);
    - the five regions of the ILO (section 3);
    - the three cross-cutting policy drivers (section 4);
    - ILO-led achievements in respect of research, statistics and capacity development for decent work (section 5).
  - Part II focuses on efficiency, accountability and value for money, and presents performance information on the three enabling outcomes relating to advocacy, governance and support services (sections 6–8). It also includes an analysis of the main lessons learned from the implementation of the ILO programme for 2016–17 and suggests strategic pointers for the course of action going forward (section 9).
6. The report is complemented by two appendices, one setting out more detailed performance information by policy outcome and by region (Appendix I) and the other containing additional financial data (Appendix II).

## **Part I. Results achieved: Promoting social justice through decent work**

### **1. Overview of ILO action at the global level in 2016–17**

7. The Director-General's preface to the Programme and Budget proposals for 2016–17 recalls the broad aim to make the ILO more effective and efficient and "ultimately to increase its influence in promoting social justice in a world where it is badly needed".<sup>3</sup> Therefore, an important aspect of programme implementation has been the ILO's work, supported by its reinforced research and analytical capacities and framed by its normative function, to make an impact on international policy processes.

<sup>3</sup> ILO: *Programme and Budget proposals for 2016–17*, proposals of the Director-General, Governing Body, 323rd Session, Geneva, Mar. 2015, [GB.323/PFA/1](#).



8. These activities have been delivered against a background of continued uncertain and uneven recovery from crisis. Despite global growth gathering momentum at the end of the biennium, world unemployment stood at 192.7 million in 2017 as compared to 184.6 million in 2015. Global estimates published in 2017 showed that 4 billion people had no social protection at all, 152 million children were victims of child labour and 25 million people were subject to forced labour. These circumstances, together with the major reforms undertaken by the United Nations (UN) system to equip it to deliver on the 2030 Agenda for Sustainable Development <sup>4</sup> (2030 Agenda) with its strong focus on decent work, have offered the ILO important opportunities to increase its influence in the international policy arena.
9. As regards the 2030 Agenda, the Director-General's Report to the 2016 International Labour Conference was the basis for a plenary debate that provided valuable tripartite political guidance to frame the contribution of the ILO and its constituents. The ILO became the custodian of 14 Sustainable Development Goal (SDG) indicators in relation to Goal 1 (ending poverty), Goal 5 (gender equality), Goal 8 (decent work and inclusive growth) and Goal 10 (reduced inequality). In that context, the ILO:
- with several partners, founded Alliance 8.7 for the eradication of forced labour, modern slavery, human trafficking and child labour;
  - took leadership of the Global Initiative on Decent Jobs for Youth, which brings together 22 UN entities;
  - with UN Women and the Organisation for Economic Co-operation and Development (OECD), launched the Equal Pay International Coalition for the achievement of SDG target 8.5;
  - assumed representation on the Management Board of the UN Partnership for Action on a Green Economy (PAGE), which aims to deepen understanding and action for a joint transition to environmental sustainability.
10. Underpinning these activities, the ILO has expressed strong support for the Secretary-General's continuing process of reform of the UN Development System and participated energetically in the continuing efforts to make the system fit for purpose to deliver the 2030 Agenda. The ILO has subscribed to the aim of overcoming fragmentation and improving coherence in the system while underlining the need to respect and harness the tripartite and normative foundations of the Organization and its mandate. In this context, the ILO has become a member of the core group of the UN Development System.
11. The ILO has continued to provide technical support to the G20, cooperating closely with its Chinese presidency in 2016 and its German presidency in 2017. Discussion in the G20 has focused increasingly on the role of labour market institutions and decent work. The G20 Leaders' Communiqué issued at the 2016 Hangzhou Summit noted that benefits from economic growth, globalization and technological innovation should be widely shared, creating more and better jobs, reducing inequalities and promoting inclusive labour force participation, and it recognized the need for skills, entrepreneurship, stronger social protection systems, safer workplaces, including within global supply chains, and decent work. <sup>5</sup> Similarly, the G20 Leaders' Declaration issued at the 2017 Hamburg Summit recognized the importance of ensuring globalization benefits for everyone, the role of well-functioning labour markets for inclusive growth and the urgent need to boost female labour

<sup>4</sup> United Nations: *Transforming our world: The 2030 Agenda for Sustainable Development*, resolution adopted by the General Assembly on 25 Sep. 2015, [A/RES/70/1](#).

<sup>5</sup> G20: *G20 Leaders' Communiqué Hangzhou Summit*, Hangzhou, China, Sep. 2016, para. 40.

force participation and the quality of female employment.<sup>6</sup> The ILO has consistently supported the involvement of the social partners in the G20 through the business organizations of the G20 countries (B20) and the trade union organizations of the G20 countries (L20).

12. During the biennium, the ILO has also consolidated its role in support of BRICS (Brazil, Russian Federation, India, China and South Africa), particularly through the labour ministers' meetings convened under its Chinese and Indian presidencies. Social protection, formalization and the future of work were the particular focus of cooperation in this setting.
13. In addition to the work of the G20, dialogue and cooperation with the international financial institutions (IFIs) included the establishment in 2017 of a multi-stakeholder partnership for SDG target 1.3 to take forward the ILO–World Bank initiative on universal social protection. The ILO also provided inputs to the World Bank on its revised environmental and social safeguards which, for the first time, included provisions on borrowers' obligations in respect of labour standards in World Bank-funded projects. Discussions with the International Monetary Fund (IMF) focused on potential ILO support on macro-critical labour issues for which the IMF recognizes ILO expertise. Interaction in the context of IFI-promoted austerity measures has also been pursued but remains challenging.
14. The role that the ILO has assumed in these different arenas, which has been instrumental in increasing its policy influence, has been determined by the added value that it is perceived to bring to them, which in turn is a function of the quality of its research, statistical and analytical capacities and its political visibility on key and emerging policy priorities.
15. The ILO's continued investment in research and statistical activities and analytical work, which together provide the basis for the evidence-based policy support in demand from member States, has been the indispensable platform for its increased protagonism. That has been reflected in the publication of flagship reports, including the *World Employment and Social Outlook*, which addressed transforming jobs to end poverty in 2016 and social protection to achieve Goal 1 of the SDGs,<sup>7</sup> and the *Global Wage Report 2016/17*,<sup>8</sup> which examined wage inequality.
16. In addition, the ILO Centenary Initiatives have proven instrumental in promoting the ILO's engagement in specific policy areas, such as the End to Poverty Initiative in respect of the 2030 Agenda and the Women at Work Initiative in respect of gender equality. Moreover, the Green Initiative has enabled the ILO to position itself strategically in the follow-up to the 2015 Paris Agreement on climate change.<sup>9</sup> In 2017, the ILO entered into a Memorandum of Understanding with the United Nations Framework Convention on Climate Change (UNFCCC) secretariat, which now serves as a platform for strategic partnerships both internationally and for national implementation. The ILO participates in a UNFCCC technical expert group that provides advice to climate change negotiations concerning just transition and the Decent Work Agenda. Engagement with the Fijian presidency of the

<sup>6</sup> G20: *G20 Leaders' Declaration: Shaping an interconnected world*, Hamburg, Germany, July 2017.

<sup>7</sup> ILO: *World Employment and Social Outlook 2016: Transforming jobs to end poverty* (Geneva, 2016).

<sup>8</sup> ILO: *Global Wage Report 2016/17: Wage inequality in the workplace* (Geneva, 2016).

<sup>9</sup> United Nations Framework Convention on Climate Change: Report of the Conference of the Parties on its twenty-first session, held in Paris from 30 November to 13 December 2015, [FCCC/CP/2015/10/Add.1](#), decision 1/CP.21, annex.

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23rd Session of the Conference of the Parties to the UNFCCC opened the way to the establishment of a working group on these issues.

17. The Future of Work Initiative has enabled the ILO to take a leadership role in a key global policy debate which is today high on the agenda of member States and international organizations and groups – including the UN, the G20, BRICS and the OECD – and is the subject of extensive academic, media and public interest. The Initiative has made good use of the mandate, convening power and tripartite legitimacy of the ILO to assert the authority and agency of the Organization in areas that will be critically important to its future and to reach out to others active in the debate. The 110 dialogues that were undertaken worldwide on the Future of Work Initiative promoted strong national ownership of the Initiative by ILO member States.
18. The 2016–17 policy outcome on fair and effective labour migration policies has enabled the ILO to position itself centrally in the global policy debate on migration, which has gathered increased momentum with the preparations for a UN global compact for safe, orderly and regular migration, to be adopted in 2018. The ILO has worked closely with the UN Secretary-General’s Special Representative for International Migration, including in the drafting of a note for one of six thematic sessions on the theme “Irregular migration and regular pathways, including decent work, labour mobility, recognition of skills and qualifications and other relevant measures”. The preparatory process of the global compact has provided important opportunities for the ILO to disseminate its evidence-based policy advocacy to a wide audience.
19. In line with the need to react rapidly to emerging global policy challenges, the ILO acted to address the labour market impact and implications of the unprecedented surge in the large-scale movement of refugees around the world. Recognizing the need to meet its responsibilities without departing from its mandate, the ILO response has included policy debate in the Governing Body (notably the adoption in 2016 of the *Guiding principles on the access of refugees and other forcibly displaced persons to the labour market*)<sup>10</sup> and at the International Labour Conference, as well as partnership building. In 2016, the ILO renewed and revised its 30-year-old Memorandum of Understanding with the Office of the United Nations High Commissioner for Refugees (UNHCR).<sup>11</sup> The revised agreement underlines the respective mandates of each agency and rededicates and prioritizes joint action on refugees and decent work, particularly as regards access to labour markets, livelihoods and training opportunities. A joint plan of action has been developed and the ILO is now pursuing an integrated programme for jobs in the Horn of Africa.
20. In addition to its contribution to the global policy agenda, the ILO continued to deliver on its normative function. There were 98 ratifications of different international labour standards by 56 member States during the biennium, with significant advances in relation to the fundamental Conventions. At the institutional level, efforts were devoted to ensuring an up-to-date and relevant body of international labour standards through the Standards Initiative and the effective functioning of the supervisory bodies.

<sup>10</sup> ILO: *Guiding principles on the access of refugees and other forcibly displaced persons to the labour market*, Tripartite Technical Meeting on the Access of Refugees and other Forcibly Displaced Persons to the Labour Market, Geneva, July 2016.

<sup>11</sup> ILO and UNHCR: *Memorandum of Understanding between the International Labour Organization and the Office of the United Nations High Commissioner for Refugees*, Geneva, July 2016.

**21.** Building on these achievements and lessons learned in 2016–17 and with the strong support of its tripartite constituents, the Office is now implementing its Programme and Budget for 2018–19, which aims to take the ILO forward to its centenary with the means to pursue as effectively as possible its mandate for global social justice.

## **2. The ILO's strategic objectives: An aggregated analysis of achievements**

**22.** Two factors have had particularly important implications for the delivery of the ILO programme for 2016–17 and the results achieved by constituents in member States during the biennium:

- The first is that the implementation of the programme took place in a context of renewed commitment of ILO Members to the Organization's mission for social justice, as reaffirmed in the resolution on Advancing Social Justice through Decent Work, adopted by the International Labour Conference at its 105th Session (2016). In the resolution, ILO Members confirmed that their commitment and efforts to implement the ILO's constitutional mandate and to place full and productive employment and decent work at the centre of economic and social policies should be based on the four strategic objectives of employment, social protection, social dialogue and tripartism, and fundamental principles and rights at work, with gender equality and non-discrimination also as cross-cutting issues. The resolution also provided detailed and precise instructions with regard to the ILO action required to achieve the full potential of the ILO Declaration on Social Justice for a Fair Globalization (the Social Justice Declaration).
- The second is that the explicit recognition in the 2030 Agenda of the central place of decent work as a goal and as an instrument of sustainable development has provided the ILO with an unparalleled opportunity to take a leadership role in its promotion, in cooperation not only with constituents in member States but also with a growing number of national and international actors.

**23.** At the same time, the persistence of crisis conditions in labour markets combined with rapid and deep processes of change at work has meant that constituents in countries, regions and globally have been confronted with policy challenges of unprecedented complexity and scale. This, coupled with the significant changes necessary to attain Goal 8 and other decent work-related Goals of the SDGs, effectively means that the achievement of results in countries requires – even more than before – the commitment and contributions of many actors, first and foremost the constituents themselves.

**24.** The following sections provide an overview of progress in the aggregate towards each of the four strategic objectives of the ILO. The analysis is based on the results achieved under the ten policy outcomes of the Programme and Budget for 2016–17. Appendix I provides a summary of the results recorded in the biennium, by policy outcome and by region, for a total of 702 results achieved in 130 member States and a further five results achieved in connection with subregional and regional processes and institutions. Detailed performance information on results by country and by policy outcome can be found in the Decent Work Results Dashboard.

**25.** The interconnectedness of the ILO's strategic objectives implies that an accurate assessment of the breadth and depth of global progress in advancing the Decent Work Agenda rests on quantitative and qualitative analysis of achievements. Decent work results typically contribute to advancing more than one strategic objective. For example, the promotion of decent work for domestic workers generates in most cases progress in terms of labour

formalization, working conditions, gender equality, workplace compliance and protection of migrant workers. In the same vein, results in countries often combine multiple dimensions of change. For example, enhanced capacity to support policy development may, in turn, trigger legislative reforms.

26. The integrated nature of the Decent Work Agenda also has important implications for the way in which the Office organizes itself to deliver its services to support constituents in achieving results at the country level. All results recorded in the biennium reflect the cumulative contribution of interdisciplinary interventions that span multiple technical areas and collaborative working methods across the administrative structure of the Office. While ILO service delivery was differentiated based on specific country needs and capacity, in all instances it was underpinned by a strong rights-based approach and a growing body of evidence of what works, consistent with ILO core functions as a normative and knowledge-based organization. Results achieved in the biennium are also testimony to the ILO leadership role in driving policy discussions in countries and globally on complex issues affecting the world of work, which in turn helped leverage and scale up multi-stakeholder partnerships and multisectoral action. The ILO's tested tripartite governance structure and methods of work are increasingly looked to by other UN organizations and development partners as a means to catalyse the change required by the 2030 Agenda.

## 2.1. Employment

### Decent work results at a glance

- 22 member States, primarily low-income countries, developed and launched comprehensive national employment policies.
- 27 member States, across all 5 regions, endorsed new youth employment strategies, policies and plans.
- 11 member States developed strategies for the transition to formality, including measures to encourage the formalization of employment and the formalization of enterprises, based on nationally owned diagnoses of the characteristics and drivers of informal employment.
- 15 member States upgraded their skills development systems, especially by strengthening social dialogue and mechanisms to anticipate skills demand.
- 8 member States emerging from conflict or affected by disasters activated employment-centred responses.
- 8 member States developed targeted programmes for the promotion of productive employment and decent work in rural areas, including plantations.
- 4 million current and potential entrepreneurs were reached by the ILO's Start and Improve Your Business (SIYB) programme, which brought the total number to almost 19 million beneficiaries since the early 1990s and contributed to the creation of 2.6 million new businesses and 9 million new jobs globally between 2011 and 2015.

27. The modest growth of global gross domestic product in 2016 and 2017 was insufficient to generate enough jobs and to ensure solid and sustainable improvements in the quality of employment. The increase in the global unemployment rate from 5.7 per cent in 2016 to 5.8 per cent in 2017 has been driven mostly by the loss of jobs in some emerging economies. In addition, the slowing progress in the reduction in absolute numbers of working poor (with an estimated 776 million workers in emerging economies and developing countries earning a daily income of less than US\$3.10 in purchasing power parity terms in 2017) and the pervasiveness of vulnerable forms of employment, affecting 1.4 billion people worldwide, are testimony to the inability of labour markets to act as a force of inclusiveness and

equality.<sup>12</sup> Youth unemployment rates started to rise again, exceeding 13 per cent globally in 2016 and 2017, with significant variations by region and by country. The situation in the Arab States and northern Africa continues to be of special concern, with youth unemployment rates of about 30 per cent in 2017.<sup>13</sup>

- 28.** ILO support to promote more and better jobs was in high demand. There was a surge in requests for assistance to develop employment policies in low-income countries – mostly in Africa and in Asia and the Pacific – where labour markets were affected by the decline in export commodity prices and employment was a key objective of broader development strategies. This was the case in particular for: assessments of the legal, policy and institutional environment for sustainable enterprises; development of cooperatives and other social and solidarity economy enterprises; and support to small and medium-sized enterprises (SMEs). The ILO addressed requests for the review of new cooperative laws and strategies for Peru, Sierra Leone, Sri Lanka and Trinidad and Tobago, while extra-budgetary funding was mobilized to assist governments and other stakeholders in the formulation of policies on the social and solidarity economy in South Africa and Tunisia.
- 29.** ILO support to constituents focused primarily on the development of employment policies and youth employment strategies, the promotion of enterprise development and the strengthening of labour market institutions, with special attention being given to improving employment prospects in rural areas and facilitating the transition to formality.

#### Employment policies and strategies, including the improvement of youth employment prospects

- 30.** On the development of comprehensive policy frameworks for the creation of more and better jobs, with ILO support, 26 member States reported progress, some by formulating or revising national employment policies or strategies in consultation with the social partners, others by strengthening policy coordination mechanisms. A noticeable trend has been the shift to more holistic employment policies, encompassing macroeconomic measures, sectoral strategies, formalization and enterprise development. Examples of such developments include:
- twenty-two member States launched new national employment policies, guided by the provisions of the Employment Policy Convention, 1964 (No. 122), which received two new ratifications during the biennium (Mali and Sri Lanka);
  - national employment policies often included explicit employment targets, either in terms of the number of jobs expected to be created or as a change in aggregate unemployment or employment rates. Such targets include, for example:
    - in Costa Rica, the creation of 217,000 jobs by 2018;
    - in Morocco, increasing the employment rate to 46.2 per cent by 2025, equivalent to a projected increase of approximately 1.8 million employed people;
    - in Guatemala, increasing the number of formal jobs by 2.1 per cent per year during the period 2017–32;

<sup>12</sup> ILO: *World Employment and Social Outlook: Trends 2017* (Geneva, 2017).

<sup>13</sup> ILO: *Global Employment Trends for Youth 2017: Paths to a better working future* (Geneva, 2017).

- in Azerbaijan, reducing the proportion of young people (aged 15–24) not in employment, education or training to 15 per cent by 2030, which is consistent with one of the targets of Goal 8 of the SDGs;
  - Costa Rica, Côte d’Ivoire, Nepal and the United Republic of Tanzania included formalization in their national employment policies.
- 31.** Several member States incorporated employment issues into wider development frameworks and sectoral strategies, effectively promoting policy coherence for decent work. For example:
- a total of 11 countries undertook an in-depth analysis on the employment impact of industrial, sectoral, trade, infrastructure or environmental policies, including assessments of climate change adaptation works in Haiti, Jordan, Samoa and Sri Lanka;
  - decent work principles and practices were integrated into national development policies that cover rural areas in the Lao People’s Democratic Republic, Madagascar, South Africa and Zambia, guided by a rights-based approach, a tripartite consultative process and inter-ministerial coordination, particularly between the ministries of labour, agriculture and rural development.
- 32.** Nine member States conducted a diagnostic analysis of the informal economy, which subsequently informed national strategies to facilitate the transition from the informal to the formal economy. Depending on country situations, these diagnostic analyses covered the economy as a whole, some specific sectors of the economy, groups of workers (domestic workers or own-account workers) or economic units (micro- and small enterprises). As a result of work in the biennium, the ILO global knowledge base on the characteristics of informal employment worldwide was significantly enhanced with comparative statistical data available for more than 100 countries.
- 33.** Eight member States developed and implemented programmes for the promotion of productive employment and decent work in rural areas, using the ILO’s Training for Rural Economic Empowerment (TREE) methodology and other methods for local economic development. Interventions focused on:
- vocational training in Brazil, India, Madagascar, Mozambique, Nepal and Zimbabwe;
  - value chain development in the agriculture sector of Lebanon and in fisheries and agriculture in Sri Lanka;
  - national action plans promoting the integrated pursuit of the Decent Work Agenda in the plantation sector in Ghana, Indonesia, Malawi and Sri Lanka.
- 34.** Twenty-seven member States across all regions developed and endorsed youth employment laws, policies, strategies, plans and initiatives to facilitate the entry or re-entry of young men and women into the labour market, including through school-to-work transition programmes and the review and upgrade of skills development systems.
- 35.** The ILO’s support enabled 12 member States to strengthen their public employment services, while six member States approved policy and legislative reforms related to active labour market policies and institutions. These improvements of employment services and active labour market policies were integrated into national employment policies, skills and employability programmes and projects, disaster management and preparedness plans, and migration and fair recruitment initiatives. This resulted in:



- strengthened capacity of public employment services to deliver integrated and tailored services to meet the needs of specific population groups in the labour market, such as young people and women in Comoros and Turkey;
  - proposals to reform financing systems in Ukraine;
  - the development of mechanisms to better connect jobseekers with potential employers in Egypt and Nepal;
  - the establishment of inclusive employment services through local partnerships, including job search support for people with disabilities in Costa Rica and support for disadvantaged groups and communities in Argentina.
- 36.** Fifteen member States upgraded elements of their skills development systems with the ILO's support, especially by strengthening social dialogue within tripartite advisory committees, establishing skills recognition systems and developing mechanisms to anticipate skills demand and future labour market needs. ILO technical assistance, and advisory and policy dialogue services were underpinned by new evidence-based analytical work undertaken in the biennium, notably on the mismatch between jobs and skills. This includes the new *ILO Toolkit for Quality Apprenticeships*,<sup>14</sup> guidance on strengthening skills recognition systems and guidance for employment services providers on facilitating the recognition of skills for migrant workers.
- 37.** The flagship programme on Jobs for Peace and Resilience, a research initiative on employment programmes and peacebuilding carried out in collaboration with the United Nations Peacebuilding Support Office, the United Nations Development Programme (UNDP) and the World Bank, and the newly adopted Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), were the basis for ILO action in countries in fragile situations. ILO support to constituents activated:
- employment-centred responses for countries emerging from conflict, such as the Central African Republic, Colombia, Liberia, Mali, Somalia and Yemen;
  - employment-centred responses for regions and countries affected by disasters, such as the Caribbean, Ecuador, Fiji, Nepal (box 1) and Pakistan;
  - employment-intensive public investment programmes, especially for rural infrastructure, and upgrades in skills development systems in some of the abovementioned States, as well as in refugee settings in Jordan, Lebanon and Turkey;
  - evidence-based country assessments on labour market absorption potential and job creation for refugees – conducted jointly with the UNHCR – in nine member States (Argentina, Djibouti, Democratic Republic of the Congo, Mexico, Niger, Pakistan, South Africa, Tunisia and Zambia).

**Box 1**

**Nepal: Employment and reconstruction**

The 7.8 magnitude earthquake that struck Nepal on 25 April 2015 killed nearly 9,000 people, destroyed a significant part of the country's infrastructure and left millions homeless. With financial support from the World Bank, the ILO assisted the Government of Nepal in one of the country's largest infrastructure projects, benefiting more than 15 million people, most of them in rural areas. The aim of the project was to build bridges and upgrade, rehabilitate and maintain more than 5,000 kilometres of local road networks and river crossings in 36 districts.

<sup>14</sup> ILO: *ILO Toolkit for Quality Apprenticeships, Volume I: Guide for policy makers* (Geneva, 2017).



The ILO supported the creation of new employment opportunities for the development and maintenance of these infrastructures using employment-intensive methods, with more than 2.1 million days of wages paid in rural areas in 2016–17. More than 80 per cent of the workers employed were from disadvantaged groups and two-thirds were women. The hiring practice favoured the landless poor and lower castes. New rural roads are now reliable throughout the year and maintenance arrangements have been concluded with local small enterprises and cooperatives.

## Sustainable enterprises

- 38.** In 2016, the private sector, in both the formal and the informal economies, generated 87 per cent of the world’s employment and provided jobs for 2.8 billion men and women. The contribution of SMEs to total employment has increased in recent years, especially in developing economies and in rural areas.<sup>15</sup> A new research-oriented project, “the lab”, launched in the biennium with the support of the Government of Switzerland, was a major contribution to ongoing ILO efforts to strengthen the body of evidence on the impact of market systems development on employment.
- 39.** The Office supported its constituents in carrying out 17 assessments using the ILO’s enabling environment for sustainable enterprises (ESEE) methodology, which led to policy reforms and proposals for institution building, in many cases steered by employers’ organizations. For example:
- in Egypt, the Government launched a strategy and established a dedicated agency for SME promotion;
  - in Uruguay, the Government formulated training policies for specific sectors (citrus production, renewable energies) following a survey carried out by the chambers of industry and commerce;
  - in Timor-Leste, the Council of Ministers approved the National Tourism Policy, tourism being one of the priority sectors for growth and economic diversification in the country.
- 40.** The ILO’s SIYB programme reached 4 million entrepreneurs during the biennium, bringing to almost 19 million the total number of beneficiaries since the early 1990s. New estimates, based on previous impact assessments and data released in June 2017 with the publication of *The Next 15 Million: Start and Improve Your Business Global Tracer Study 2011–15*, confirmed the high value of this programme in terms of employment outcomes, with the creation of 2.6 million new businesses and 9 million new jobs globally between 2011 and 2015.
- 41.** The ILO promoted SME productivity and participation in supply chains using the global Sustaining Competitive and Responsible Enterprises (SCORE) programme, launched in 2009, which combines practical classroom training with in-factory consulting. In respect of this programme, it should be noted that:
- the ILO partnered with 28 training institutions and 32 multinational companies to deliver training and consulting services on productivity and working conditions to 267 SMEs in national and global supply chains, 15 per cent of which were women-owned;

<sup>15</sup> ILO: *World Employment and Social Outlook 2017 – Sustainable enterprises and jobs: Formal enterprises and decent work* (Geneva, 2017).

- the total number of participating enterprises is now 1,100, representing a workforce of more than 200,000 people;
  - SMEs that participated in the SCORE programme report having created 6,000 jobs;
  - 70 per cent of firms experienced cost savings – ranging from \$500 to \$50,000 – after participating in the programme;
  - enterprises have also reported significant improvements in working conditions, especially with respect to working time and occupational safety and health (OSH).
42. There was a gradual but encouraging trend of taking an integrated approach to decent work and environmental sustainability, in line with the objectives of the ILO’s Green Initiative (box 2). Examples of developments in this area include:
- the adoption of the Green Jobs Act by the Senate of the Philippines;
  - the inclusion of green jobs in Ghana’s National Employment Policy;
  - the design of the Green Economy Strategy as part of Kenya’s long-term development policy (Kenya Vision 2030), underpinned by a green jobs assessment and a scoping study supported by the ILO.

**Box 2**  
**The Green Initiative: Progress in 2016–17**

The ILO’s Green Initiative addresses the decent work dimension of the just transition to a low-carbon, sustainable development path. The ILO engaged actively in the 22nd Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC), held in Marrakech in 2016. In March 2017, the ILO and the secretariat of the UNFCCC signed a Memorandum of Understanding to work together on economic diversification and transformation. In May 2017, during the Bonn Climate Change Conference, the ILO co-organized a side event on the theme “Greening with jobs: Decent work and just transition in the Paris Agreement”. At the national level, ILO support to member States on just transition issues focused on Ghana, the Philippines and Uruguay as pilot countries.

The Office produced the *Green Business Booklet*,<sup>1</sup> two global training curriculums on green jobs and seven thematic policy briefs on: climate change and its links to decent work and just transition; employment-intensive programmes; labour mobility; skills development; indigenous peoples; social protection; and social finance. These briefs focused on how enterprise and labour market policies and approaches can be deployed to support decent work and climate change mitigation and adaptation. The ILO made a substantial contribution to the drafting of a technical paper entitled *Just transition of the workforce, and the creation of decent work and quality jobs*<sup>2</sup> produced by the UNFCCC to inform global climate negotiations on the impact of response measures under the Paris Agreement. The ILO was also part of a technical expert group mandated to provide technical advice to climate change negotiators on decent work and just transition issues.

A total of 146 participants from 36 countries received training on the ILO’s provisions for a just transition to environmental sustainability at the second edition of the Academy on the Green Economy, organized in October 2016 within the framework of the Partnership for Action on Green Economy (PAGE) and in collaboration with the International Training Centre of the ILO in Turin (the Turin Centre).

<sup>1</sup> ILO: [Green Business Booklet](#) (Geneva, 2017).

<sup>2</sup> UNFCCC: *Just transition of the workforce, and the creation of decent work and quality jobs*, technical paper by the secretariat, [FCCC/TP/2016/7](#).

## 2.2. Social protection

### Decent work results at a glance

- 26 member States developed new or improved social protection policies, financing strategies, governance frameworks and coordination mechanisms.
- 34 member States enhanced the knowledge base on social protection delivery.
- 13 member States set up new programmes to increase the coverage of contributory and non-contributory systems or to improve benefit adequacy.
- 5 member States included the extension of social protection in their integrated formalization strategies.
- 12 member States strengthened or reformed wage policies and collective bargaining to improve working conditions.
- 19 member States developed or updated national OSH profiles, plans and policies.

43. Despite significant progress in the extension of social protection (labour protection and social security) in many parts of the world, in 2015 only 45 per cent of the global population were effectively covered by at least one social protection benefit, while the remaining 55 per cent – as many as 4 billion people – were left unprotected, with substantial variations across regions and countries. Only 35 per cent of children worldwide enjoyed effective access to social protection. Only 41 per cent of mothers with newborns received a maternity benefit, meaning that 83 million remained uncovered. Only 21.8 per cent of unemployed workers received an unemployment benefit, meaning that 152 million remained without coverage. A minority of the global labour force had effective access to employment injury protection and only 28 per cent of persons with severe disabilities worldwide received a disability benefit. Pensions for older women and men were the most widespread form of social protection in the world: 68 per cent of people above retirement age received an old-age pension. In rural areas, 56 per cent of the population lacked health coverage as compared to 22 per cent in urban areas.<sup>16</sup>

### Extension of social security coverage and benefits

44. The commitment of member States to the implementation of nationally appropriate social protection schemes and measures for all, in line with target 1.3 of the SDGs, has reaffirmed the global relevance of ILO social security standards. With ILO support, Argentina, the Dominican Republic and Ukraine ratified the Social Security (Minimum Standards) Convention, 1952 (No. 102), in 2016–17, while several other member States, including China, Mongolia and the United Republic of Tanzania, embarked on the ratification process.
45. The ILO's results on social protection are higher than the established target for the biennium, reflecting the effectiveness of the ILO's resource mobilization strategy and the well-coordinated nature of its efforts with national and international partners. For example:
- a total of 26 member States reported significant progress in social protection policies, financing strategies, governance and coordination;
  - a total of 34 member States enhanced the knowledge base on social protection delivery, especially through actuarial valuations and reviews;
  - new programmes were set up in 13 member States to increase the coverage of contributory and non-contributory systems or to improve benefit adequacy (box 3).

<sup>16</sup> ILO: *World Social Protection Report 2017–19: Universal social protection to achieve the Sustainable Development Goals* (Geneva, 2017).

## Box 3

## Extension of social security: Examples of results achieved in 2016–17 with ILO support

**Timor-Leste:** In November 2016, the National Parliament of Timor-Leste approved the General Social Security Law (12/2016). The country's first contributory social security scheme provides for old-age, death, survivors', disability and maternity/paternity benefits and will include benefits for employment injury in the future. The National Parliament approved the regulations for contributions and benefits in May 2017. It was expected that, by January 2018, the new scheme would cover between 40,000 and 70,000 workers.

**Occupied Palestinian Territory:** The first-ever social security law for private-sector workers was adopted in September 2016 following consultations with the social partners. The law codifies a new system that will contribute to the extension of old-age, disability, death, employment injury and maternity benefits to more than 330,000 workers and their families by 2025.

**Peru:** The ILO delivered an actuarial study and other knowledge products that have been used by the national social insurance institution (EsSalud) to extend health coverage to the self-employed, reaching 26,000 workers and their families in 2017, with a potential of covering 4 million people in the longer term.

**Pakistan:** In 2016, the Government, following consultation with the social partners, endorsed a mechanism for the distribution of additional employment injury benefits to the victims of the fire at the Ali Enterprises factory in 2012.

**Nigeria:** The Federal Executive Council approved the first National Social Protection Policy in July 2017, introducing minimum standards on social security for millions of Nigerians.

**Republic of the Congo:** In July 2017, the Government enacted a new law on the general social security system that aims to broaden social protection to areas not previously covered, including in the informal economy.

**Zambia:** The ILO supported the National Pension Scheme Authority and the Workers' Compensation Fund Control Board in developing a model to extend social protection to workers in the informal economy, effectively registering 2,000 construction workers in pension and work injury schemes in 2016–17. The model is being replicated in sectors with a high proportion of informal workers, such as agriculture, transport and domestic work.

46. The ILO's support to its Members during the biennium was based on a strengthened knowledge and statistical base. The ILO's Social Security Inquiry database was updated to include comparable data and to facilitate efforts to monitor progress towards indicator 1.3.1 of the SDGs on social protection coverage. Information from the database was included in the *World Social Protection Report 2017–19: Universal social protection to achieve the Sustainable Development Goals*,<sup>17</sup> published in November 2017. New analytical work produced in the biennium included three compendiums with innovations and good practices on the extension of social protection floors, resource packages on the extension of social security to workers in the informal economy and to migrant workers, and evidence-based research on fiscal space and options to expand social investment, covering the 187 member States of the ILO.
47. Achievements in 2016–17 show that the ILO's technical support on social protection is most effective if sustained over a number of years and when delivered in the context of a comprehensive developmental approach. However, the unpredictability of extra-budgetary funding can jeopardize long-term processes for building sustainable systems and extending coverage. The strategic allocation of limited resources is key in order to maximize the impact of ILO support. Efforts to maximize the ILO's impact must also include building the Office's capacity to influence global policy debates, nurturing and leveraging strategic alliances, adopting a coherent development cooperation framework, and developing and sharing knowledge in a systematic manner.

<sup>17</sup> *ibid.*

- 48.** In this respect, the ILO's global flagship programme on Building Social Protection Floors for All, launched in 2016, has proven to be a powerful means of scaling up the Office's capacity to respond to constituents' needs in a coherent and prioritized way. Achievements of the programme at the end of 2017 are:
- the mobilization of 52 per cent of the projected resource requirements for the period 2016–20, with significant new voluntary funding available from the Governments of Ireland (for Malawi, Mozambique and Zambia) and Luxembourg (for countries in South-East Asia);
  - enhanced capacity in thematic areas such as social protection for migrants, formalization strategies, extension of health coverage and the effects of climate change on social security schemes;
  - strengthened local and global partnerships with UN agencies, the private sector, employers' and workers' organizations, development partners, civil society and other networks. These partnerships were instrumental in leveraging expertise and resources to support interventions in member States.
- 49.** The commitment to and support for universal social protection, including through the Social Protection Inter-Agency Cooperation Board and the Global Partnership for Universal Social Protection – launched jointly by the ILO and the World Bank in 2016 – resulted in heightened visibility and a strong coalition to assist countries in the design and implementation of universal and sustainable social protection systems.
- 50.** The extension of social protection was also an important component of strategies adopted by several member States to formalize the informal economy. For example:
- schemes to extend social security coverage to informal economy workers were established in Argentina, Madagascar, Viet Nam and Zambia, with ILO support largely guided by its global policy resource package based on the provisions of the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204);
  - India, Turkey and Zambia extended social and labour protection to domestic workers;
  - Argentina carried out a registration drive and adopted a nationwide professionalization plan for informal workers.
- 51.** The portability of social protection benefits is an essential element of the ILO's strategy to promote fair migration policies. This is normally achieved through well-governed labour mobility policies in the context of regional integration processes or through bilateral agreements. With the ILO's support, the tripartite Association of Southeast Asian Nations (ASEAN) Forum on Migrant Labour made recommendations on the extension of social protection, including portability, for migrant workers. Workers' organizations from five member States in Latin America (Argentina, Brazil, Chile, Paraguay and Uruguay) developed a multilateral agreement to protect migrant workers.

#### Labour protection, improved wages and working conditions

- 52.** In the current context of global deceleration of real wage growth, increases in wage inequality<sup>18</sup> and deterioration of OSH, some 2.8 million workers die every year from work-related injuries and diseases and 60 per cent of the world's labour workforce is insufficiently

<sup>18</sup> ILO: *Global Wage Report 2016/17*, op. cit.

or ineffectively protected.<sup>19</sup> Hence, labour protection continues to be an area of high demand for the provision of ILO assistance to member States.

- 53.** In 2016–17, 12 member States strengthened or reformed wage policies and collective bargaining to improve the quality of jobs, with the ILO’s assistance and drawing on the ILO’s growing body of evidence and global knowledge on labour market policies and institutions, including the *Global Wage Report 2016/17: Wage inequality in the workplace*.<sup>20</sup> Eight of these States changed their wage policies through legislative and policy reforms, adjustments in the level of minimum wages and the adoption of strategies and initiatives to promote collective bargaining, and by advancing equal pay for work of equal value. New guidance on minimum wage policy was issued and applied to further sustain ILO technical and policy advisory services. The guidance included exploring feasible ways to extend protection to workers typically excluded from minimum wage coverage, such as domestic workers, workers in the informal economy, workers in non-standard forms of employment, migrant workers and workers with disabilities.
- 54.** The ILO’s support and the full participation of the social partners enabled 13 member States to develop or update national OSH profiles, which assess 22 elements of the national OSH system, as well as national OSH plans and policies, in line with the Promotional Framework for Occupational Safety and Health Recommendation, 2006 (No. 197). For example:
- Indonesia, Namibia, Philippines, South Africa, Viet Nam and Zimbabwe enhanced their national health surveillance systems, with the ILO’s support, by developing guidance on the diagnosis of occupational diseases and the training of physicians in the use of the ILO International Classification of Radiographs of Pneumoconiosis, aimed at protecting workers exposed to dust in mining, quarrying and manufacturing;
  - use of the ILO International Classification became mandatory in Viet Nam;
  - in China, the principles set out in the ILO’s Ergonomic checkpoints<sup>21</sup> were applied by the All-China Federation of Trade Unions in more than 10,000 enterprises in 20 provinces, reaching more than 10 million workers.
- 55.** The ILO launched the flagship programme OSH–Global Action for Prevention (OSH–GAP), under which it developed an intervention framework centred on: a set of OSH capacities which are needed to advance a culture of prevention and include legal frameworks; data-collection mechanisms and OSH indicators; enforcement of and compliance with OSH in workplaces; employers’ and workers’ competencies; social dialogue; occupational health services; and OSH professionals and institutions. Particular focus is being placed on addressing challenges in SMEs, hazardous work (especially in the construction and agriculture sectors), global supply chains and the specific situation of women, young workers and migrants. Under this framework, the European Union, Republic of Korea, United States and the United States Council for International Business supported projects in ten countries.

<sup>19</sup> ILO: *ILO global estimates on safety and health at work*, presented at the XXI World Congress on Safety and Health at Work (Singapore, 3–6 September 2017).

<sup>20</sup> ILO: *Global Wage Report 2016/17*, op. cit.

<sup>21</sup> ILO and International Ergonomics Association: *Ergonomic checkpoints: Practical and easy-to-implement solutions for improving safety, health and working conditions*, second edition (Geneva, 2010).

56. As the administrator of the Vision Zero Fund initiated by the G7 with the aim of improving OSH in sectors linked to global supply chains and funded by a large coalition of donors, including the Governments of France, Germany, Norway and Sweden, as well as private companies, the ILO provided support to constituents in Madagascar and Myanmar to improve OSH outcomes in textile and agro-food supply chains.
57. The protection of migrant workers was high on the policy agenda in many member States and across all regions. The ILO's advisory, advocacy and capacity-building services at the country level continued to place emphasis on helping constituents design and promote fair and effective migration policies. This work was guided by relevant international labour standards, by an expanded body of evidence and, beginning in 2017, by the conclusions concerning fair and effective labour migration governance adopted by the International Labour Conference at its 106th Session (2017). The *General principles and operational guidelines for fair recruitment*, approved by the ILO Governing Body at its 328th Session (October–November 2016), were widely disseminated and have been taken into account by international organizations – for example by the International Organization for Migration in its International Recruitment Integrity System standards – and in regional processes. The following are some highlights of results on labour migration:
- seven member States undertook an analysis of national legislation in relation to the provisions of the Migration for Employment Convention (Revised), 1949 (No. 97), and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143);
  - a total of 12 member States drafted or revised policies or legislation on labour migration;
  - action plans were adopted in five member States;
  - two member States adopted policies on return and reintegration;
  - in eight member States, measures were introduced in line with the *General principles and operational guidelines for fair recruitment*, including on:
    - prohibiting charging fees to workers (Thailand);
    - the licencing and self-regulation of recruitment agencies (Myanmar and Viet Nam);
    - access to complaint mechanisms (Cambodia);
    - the recruitment practices of public employment services (Tunisia);
    - enhancing the capacity of trade unions to monitor recruitment and provide services to workers (Philippines);
    - establishing a fair recruitment corridor (Nepal and Jordan);
  - constituents in South-East Asia and South Asia operated migrant worker resource centres in 36 locations, which in 2016 delivered information to more than 150,000 potential migrant workers, provided support services to another 13,000 and obtained compensation for rights abuses in excess of \$400,000;
  - in Ethiopia, the Ministry of Labour and Social Affairs helped with the socio-economic reintegration of 10,047 returnees and the Community Conversation Programme provided safe migration information to 225,000 potential migrants.

58. In response to the global refugee crisis, the ILO developed a framework for action based on its 2016 *Guiding principles on the access of refugees and other forcibly displaced persons to the labour market*. The ILO's approach, based on comprehensive assessments of the impact of large movements of refugees on host-country labour markets, included: assistance in access to employment (work permits and outreach of public employment services); skills development and recognition; enterprise development and formalization; OSH; social dialogue and the engagement of employers' and workers' organizations; and employment-intensive investment programmes. These strategies have been integrated in multilateral programmes such as the UN Regional Refugee and Resilience Plan for the Syria crisis and have also contributed to the work of the UNHCR in developing the global compact on refugees to be submitted for adoption by the UN General Assembly in September 2018. The following are some results achieved with ILO support:

- in Turkey, regulatory reforms and improved public employment services have granted labour market access to approximately 20,000 Syrian refugees. The Turkish Employment Organization (İŞKUR) provided active labour market services to more than 2,300 Syrian refugees and more than 500 host community members;
- since August 2017, the General Federation of Jordanian Trade Unions has supported the issuance of more than 3,500 work permits to Syrian refugees in the construction sector; the ILO has also supported the Ministry of Labour in issuing more than 30,000 work permits to Syrians through agricultural cooperatives, providing workers with greater flexibility by not being linked to one employer;
- skills and language training have been provided to 1,350 Syrians (more than 60 per cent of whom were women) under temporary protection in Turkey;
- in Jordan, skills training programmes for Syrian refugees and Jordanians in the construction sector resulted in formal certificates being issued to 3,600 workers in October 2017;
- in Jordan, the ILO implemented public works projects in partnership with relevant line ministries to develop rural infrastructure, creating nearly 4,000 jobs for host, refugee and migrant worker communities.

### 2.3. Social dialogue and tripartism

#### Decent work results at a glance

- 12 member States established or strengthened national tripartite social dialogue mechanisms and institutions.
- 9 member States strengthened collective bargaining instruments and frameworks.
- 34 member States increased the capacity of labour administration systems and created or revitalized institutions for dispute settlement.
- 40 member States strengthened national institutional, legal and policy frameworks for workplace compliance.
- 5 countries developed national policies or strategies for the promotion of decent work in the rural economy through a broad social dialogue process.
- Employers' and business membership organizations (EBMOs) developed strategic plans in 11 member States, started to provide new or revised services to their members in 28 member States and increased their capacity to analyse the business environment in 22 member States.
- Workers' organizations developed their institutional capacity to provide services to their affiliates and to organize new members in 26 member States, increased their capacity to influence policy agendas in 14 member States and used international labour standards to promote freedom of association, collective bargaining and social justice in 10 member States.



59. Tripartism is the ILO's governance paradigm for promoting social justice and applies to all areas of ILO work. Results were achieved across all ten policy outcomes – in terms of the promotion of bipartite dialogue at the enterprise level, institutionalized tripartite social dialogue at the sectoral and national levels and enhanced workplace compliance. At the same time, the mobilization of national social dialogue institutions was the objective of numerous capacity-building initiatives delivered by the Office during the biennium, including within global supply chains.

#### Social dialogue, dispute resolution and workplace compliance

60. ILO support enabled 12 member States to establish or strengthen national tripartite social dialogue mechanisms and institutions, increasing national capacity to discuss relevant social and labour policies and ensuring workplace compliance, including the establishment of the Tripartite Committee on Undeclared Work in Greece (box 4) and the High Council for Social Dialogue in Burkina Faso.

#### Box 4

##### Greece: A roadmap to curb undeclared work through social dialogue

In August 2015, the Government of Greece and the European Commission approved the European Stability Mechanism for the country, which included the following commitment: "The authorities will adopt an integrated action plan to fight undeclared and under-declared work in order to strengthen the competitiveness of legal companies and protect workers, as well as raise tax and social security revenues."

The ILO, in close collaboration with the Greek Government and the social partners, formulated a project on the theme "Supporting the transition from the informal to the formal economy and addressing undeclared work in Greece", which was funded by the European Commission. The first deliverable of the project was the *Diagnostic report on undeclared work in Greece*,<sup>1</sup> prepared through a highly participative process and endorsed at a high-level tripartite meeting held on 6 July 2016. The report also provides policy recommendations reflecting a balanced approach that combines incentives with compliance measures, as called for in the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204).

The tripartite agreement on the main characteristics and drivers of informality in Greece, adopted in October 2016 by the Government and the social partners, was a stepping stone for the design of a roadmap to address undeclared work in the country; it contains a mix of measures to improve the regulatory and policy framework for the prevention of undeclared work and to develop corrective measures that facilitate the transition to the formal economy. In April 2017, the Government adopted Law No. 4468/2017 establishing the Tripartite Committee on Undeclared Work, with equal representation under the Supreme Labour Council. This Committee will be responsible for steering and monitoring the implementation of the roadmap and involving the social partners in the design and implementation of related economic, employment and social measures.

<sup>1</sup> ILO: *Diagnostic report on undeclared work in Greece* (Geneva, 2016).

61. With the ILO's support, 34 member States strengthened the institutional capacity of labour administration systems by establishing or revitalizing institutions for dispute settlement or by engaging the private sector to achieve compliance outcomes. Knowledge-sharing platforms were established for the Central and Eastern Europe region and for the Southern African Development Community to create and sustain agencies promoting the peaceful settlement of labour disputes and labour inspection. The ILO document *Labour dispute systems: Guidelines for improved performance*<sup>22</sup> was used to assess the situation in countries such as Albania, the United Republic of Tanzania and the United Arab Emirates.

<sup>22</sup> ILO and Turin Centre: *Labour dispute systems: Guidelines for improved performance* (Geneva and Turin, 2013).

- 62.** A total of 40 member States strengthened their national institutional, legal and policy frameworks for workplace compliance, with a focus on high-risk sectors, as well as the capacity of labour inspectorates, other national authorities, and employers' and workers' organizations in this field. Burkina Faso and Madagascar improved compliance by adapting labour inspection approaches to the informal economy, while Colombia did so by combating disguised employment relationships.
- 63.** ILO policy advice and technical services to member States that were engaged in the revision of labour codes, social dialogue laws and collective bargaining mechanisms were widely informed by the updated ILO Legal Database on Industrial Relations (IRLex), which summarizes the legal framework on industrial relations in 41 member States, and by the Industrial Relations Data (IRData) database, which provides information on trade union density and collective bargaining coverage in 110 countries. A new resource package was launched on labour inspection, undeclared work and the informal economy, which was central to the ILO's strategy to strengthen labour administrations' efforts to promote effective transitions from the informal to the formal economy.
- 64.** Collaboration arrangements and partnerships between labour administrations, other public institutions, employers' and workers' organizations and businesses in the global supply chains facilitated comprehensive workplace compliance. The ILO's global flagship programme Better Work supported increased compliance with core international labour standards and national legislation in 1,500 firms in the global garment industry through dialogue between managers and workers and technical assistance. Results achieved through the programme provided new evidence of the relationships between stronger workplace compliance, well-being of workers, business performance and positive development outcomes (box 5).

**Box 5**

**Well-being of workers in competitive factories**

An independent impact assessment of the Better Work programme was conducted by Tufts University during 2015 and 2016. The research team gathered and analysed 15,000 survey responses received from garment workers and 2,000 responses from factory managers in Haiti, Indonesia, Jordan, Nicaragua and Viet Nam, using experimental designs to evaluate the impact of the programme, including a strategy to isolate the impact of the programme using randomized intervals of time – reflecting factories' different periods of exposure to Better Work services – and a randomized controlled trial to evaluate the impact of the supervisory skills training.

The analysis has shown a causal effect of the Better Work programme on a wide range of working conditions in garment factories, including the prevention of abusive practices (forced labour, verbal abuse and sexual harassment), curbing excessive overtime and closing the gender pay gap. It further demonstrated that one of the programme's components – supervisory skills training – increased productivity by 22 per cent, in particular among female supervisors, who were able to optimize the tactical skills necessary to motivate workers in an effective and humane way while dealing with the pressure to meet production quotas. Factories also experienced a rise in profitability (measured as the ratio of total revenue versus total costs) due to their participation in the programme.

In 2016–17, seven member States received assistance from the Better Work programme, benefiting more than 1,500 factories and more than 2 million workers. The main development partners of the programme were the Governments of Australia, the Netherlands, Switzerland and the United States. Thirty-five companies signed an agreement with the ILO to support the implementation of the programme.

### Strengthening employers' and business membership organizations

- 65.** ILO support to EBMOs focused on strengthening efforts by these organizations to adapt their structures and services to respond more effectively to new and emerging needs of their members. Capacity building and policy guidance, combined with evidence-based research and the development of practical tools, were the cornerstone of the ILO's strategy in this regard, which achieved 61 results in 52 member States. For example:

- in 11 member States, EBMOs developed strategic plans and improved membership and management structures;
  - new or improved services enabled EBMOs in 28 countries to achieve greater outreach to their members;
  - EBMOs acquired a new capacity to coordinate evidence-based policy advocacy in 22 countries;
  - the ILO's EESE methodology enabled the development of evidence-based strategic policy frameworks and business agendas and enhanced the capacity of EBMOs to effectively engage in policy advocacy in various member States, including Albania, Armenia, Plurinational State of Bolivia, Burkina Faso, Kazakhstan, Namibia, Timor-Leste and Ukraine.
- 66.** While achievements differ by organization, aggregate trends show high demand from EBMOs to establish or enhance membership services, proving that, despite competitive market pressures, these organizations continue to be consulted as advisers, information providers and enterprise trainers. Approximately 50 per cent of the ILO's assistance to EBMOs focused on the development of traditional EBMO services such as human resource management, industrial relations, labour law and OSH, while the remaining half of the ILO's support focused on areas addressing broader business issues such as building enterprise resilience to natural disasters and extending outreach to small enterprises, which represents a large share of the private sector in most countries supported by the ILO. New knowledge products developed in the biennium to support ILO service delivery included analytical reports, country briefs, case studies and guides for EBMOs and their stakeholders on the future of work, fragility, global supply chains and women in business and management.
- 67.** In 2016, as part of the Future of Work Initiative, the ILO launched a series of six reports investigating the impact of technology on key labour-intensive and growth sectors in the ten member countries of ASEAN. The report *ASEAN in transformation: How technology is changing jobs and enterprises*<sup>23</sup> and its supplemental series of papers were prepared thanks to the combined efforts of five academic institutions, ten employers' organizations and a group of international and business experts. The main report was used as a thought-provoking stimulus for employers' organizations, governments and other stakeholders to initiate policy dialogue and take constructive action to address the forthcoming challenges. Across Asia, the report was used to guide national dialogues in Bangladesh, Cambodia, Indonesia, Myanmar, Philippines, Thailand and Viet Nam. The report also served as a resource at meetings held by international organizations such as the Asia Development Bank, the World Bank and Asia-Pacific Economic Cooperation (APEC).
- 68.** The ILO's Women in Business and Management project allowed for the preparation of two regional reports – for the Middle East and North Africa<sup>24</sup> and for Latin America and the Caribbean<sup>25</sup> – which in turn served to inform the debates of high-level conferences held in Oman in 2016 and in Lima in 2017. Three new guides were released to showcase practical efforts made by companies and EBMOs to advance women in leadership positions. At the

<sup>23</sup> J.H. Chang, G. Rynhart and P. Huynh: *ASEAN in transformation: How technology is changing jobs and enterprises*, Bureau for Employers' Activities, Working Paper No. 10 (Geneva, ILO, 2016).

<sup>24</sup> ILO: *Women in business and management: Gaining momentum in the Middle East and North Africa* (Geneva, 2016).

<sup>25</sup> ILO: *Women in business and management: Gaining momentum in Latin America and the Caribbean* (Geneva, 2017).

country level, EBMOs in Cabo Verde, Cameroon and Tunisia and fostered the development of talented women through the establishment of a businesswomen's academy and women's entrepreneurship networks.

### Strengthening workers' organizations

- 69.** ILO support enabled workers' organizations in 26 member States to develop their institutional capacity to provide services to their affiliates and in particular to organize new members in the informal economy, focusing on sectors and areas such as domestic work, tourism, the garment sector, construction and export processing zones. For example:
- in Cambodia and Colombia, new trade unions were registered, while in several other countries, workers' organizations were successful in negotiating the extension of collective bargaining coverage;
  - in South Africa, ILO assistance included assessing the viability of developing domestic workers' cooperatives, which resulted in the establishment of a comprehensive implementation strategy;
  - in Trinidad and Tobago, the ILO supported the domestic workers' union in strengthening business planning, cooperative management, model contract development and OSH, an approach being replicated in Guyana, where the ILO is facilitating the formation of domestic workers' cooperatives.
- 70.** In 14 member States, workers' organizations increased their capacity to influence policy agendas at the national, regional and international levels, while in ten member States they promoted freedom of association, collective bargaining and social justice. This included issuing position papers addressing implementation gaps identified by the ILO's supervisory bodies. Trade union campaigns for the ratification of international labour standards were carried out with the ILO's support in many countries, in particular in Latin America. In addition, in view of possible new standard(s) on violence and harassment in the world of work to be discussed by the International Labour Conference in June 2018, the International Trade Union Confederation and six Global Union federations carried out awareness-raising campaigns across all regions to inform trade unions' positions on the standard-setting process. This was partly based on new evidence documented in the report *Violence and harassment against women and men in the world of work: Trade union perspectives and action*.<sup>26</sup>
- 71.** An important stream of ILO work focused on providing assistance to workers' organizations engaged in regional and subregional social dialogue processes for labour migration and mobility. In particular:
- the ASEAN Trade Union Council joined forces with the South Asian Regional Trade Union Council and the Arab Trade Union Confederation with a view to protecting the rights of migrant workers;
  - workers' organizations active in migrant corridors (Paraguay/Argentina and Brazil/Argentina) within the Southern Common Market (MERCOSUR) established a trade union passport for female migrant domestic workers;

<sup>26</sup> Dr J. Pillinger: *Violence and harassment against women and men in the world of work: Trade union perspectives and action* (Geneva, ILO, 2017).

- the International Trade Union Confederation launched a migrant recruitment adviser website – an online platform that enables migrant workers to rate their recruitment experience and report abuse;
  - ILO support enabled workers’ organizations to participate meaningfully in the UN process in the lead-up to the adoption of General Assembly Resolution 71/280 on modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration.
72. As part of its Future of Work Initiative, the ILO’s assistance focused on strengthening trade unions’ capacity to address and engage in policy discussions related to challenges driven by technological innovation, changing patterns of production, the increasing integration of markets in the global economy, climate change and demographic transformations. Workers’ organizations participated in national social dialogue mechanisms at five regional meetings and one global symposium in 2017, which defined priority areas of action and possible policy responses by governments and the social partners to promote and protect the rights of working men and women.
73. New products were made available and applied in the biennium to strengthen workers’ organization institutions and capacity. The products were backed up by new analytical work, conducted in the framework of a dedicated research programme on labour and social policies. Research in 2016–17 focused, in particular, on labour migration and formalization, and the findings were disseminated widely through an online platform and courses available at the Turin Centre. In addition, the ILO:
- organized a global programme to support the organizing efforts of trade unions and enhance their representative strength and three global academies conducted in collaboration with the Turin Centre;
  - customized subregional and national training courses on the transition from the informal to the formal economy;
  - conducted online courses on international labour standards, decent work in global supply chains and fair wage strategies in a global economy.

### Sectoral social dialogue

74. As part of the Office’s mandate to support sectoral social dialogue on key and emerging issues, 683 government, employers’ and workers’ representatives attended eight global meetings that produced conclusions on health services, fishing, oil and gas, and teleworking in private services with a view to informing programmes and policies in these sectors. A regional tripartite meeting for Africa reached conclusions on working conditions in the production of oil and gas in extreme heat conditions. Two codes of practices on safety and health – in ports<sup>27</sup> and in opencast mines<sup>28</sup> – and policy guidelines on decent work and socially responsible tourism<sup>29</sup> were adopted by tripartite meetings of experts.

<sup>27</sup> ILO: *Code of practice on safety and health in ports (Revised 2016)*, Meeting of Experts to Adopt a Revised Code of Practice on Safety and Health in Ports (Geneva, 2016), document MESHP/2016/7/Rev.1.

<sup>28</sup> ILO: *Draft code of practice on safety and health in opencast mines*, Meeting of Experts on Safety and Health in Opencast Mines (Geneva, 16–20 October 2017), document MECPM/2017.

<sup>29</sup> ILO: *ILO guidelines on decent work and socially responsible tourism* (Geneva, 2017).

## 2.4. Fundamental principles and rights at work

### Decent work results at a glance

- 56 member States recorded 98 new ratifications, of which 30 correspond to fundamental Conventions (including the Protocol of 2014 to the Forced Labour Convention, 1930), 2 correspond to governance Conventions and 66 correspond to technical Conventions.
- By the end of 2017, 99.9 per cent of the children in the 187 ILO member States were covered by the Worst Forms of Child Labour Convention, 1999 (No. 182); and about 80 per cent were covered by the Minimum Age Convention, 1973 (No. 138).
- 34 member States took action to apply international labour standards, in particular in response to issues raised by the supervisory bodies.
- 19 member States carried out labour law reforms, used international labour standards as references in decisions of domestic courts or implemented training and awareness-raising activities on international labour standards.
- 28 member States adopted targeted policies or strategies to protect workers from unacceptable forms of work.
- 7 member States approved regulations for the abolition of forced labour and 4 member States developed lists of hazardous child labour.
- 9 member States developed national action plans on child labour in high-risk sectors.

**75.** Despite significant progress in the universalization of fundamental principles and rights at work over the last decades, millions of people remain trapped in unacceptable forms of work, including 151.6 million children aged 5–17 in child labour situations, almost half of them performing hazardous work.<sup>30</sup> In 2016, about 25 million people (59 per cent women) were victims of forced labour, almost 5 million of whom (99.4 per cent women) suffered forced sexual exploitation.<sup>31</sup> Discrimination in employment and inequality in wages and working conditions on the grounds of sex, ethnicity, disability, HIV status, sexual identity and gender orientation, age and other factors persists in many countries. There are also many countries where workers and employers continue to be denied the fundamental right to freedom of association and collective bargaining.

**76.** Progress in these areas lies at the heart of the ILO's constitutional objectives and was pursued in the biennium under all policy outcome areas. More broadly, the role of international labour standards and their implementation gained increased recognition, including as a means of delivering on the global commitments made by member States to adopt the 2030 Agenda, particularly with regard to Goal 8 of the SDGs on decent work and economic growth, Goal 5 on gender equality and women's empowerment and Goal 16 on peace, justice and strong institutions.

### ILO standards as the foundation for promoting social justice through decent work

**77.** The promotion and ratification of international instruments remained a core component of ILO normative work in 2016–17. The following are significant results in this respect:

<sup>30</sup> ILO: *Global estimates of child labour: Results and trends, 2012–16* (Geneva, 2017).

<sup>31</sup> ILO and Walk Free Foundation: *Global estimates of modern slavery: Forced labour and forced marriage* (Geneva, 2017).

- there were 98 new ratifications of Conventions and Protocols – of which 30 were ratifications of fundamental Conventions (including the Protocol of 2014 to the Forced Labour Convention, 1930), two were ratifications of governance Conventions and 66 were ratifications of technical Conventions;
- as a result of India's ratification in 2017 of the Worst Forms of Child Labour Convention, 1999 (No. 182), and the Minimum Age Convention, 1973 (No. 138), 99.9 per cent of children in the 187 member States of the ILO are now covered by Convention No. 182 and about 80 per cent are covered by Convention No. 138;
- the 50 for Freedom Campaign, led by the ILO, the International Trade Union Confederation and the International Organisation of Employers, was instrumental in achieving 20 ratifications of the Protocol of 2014 to the Forced Labour Convention, 1930, during the biennium;
- the Work in Fishing Convention, 2007 (No. 188), entered into force in November 2017 after its ratification by ten member States. The Convention provides protection for 38 million workers in the sector and is being used in the implementation of a programme in Thailand.

**78.** A substantive part of the ILO's support was devoted to the supervisory bodies. The following are the main outcomes of this work:

- after the examination of more than 3,900 reports, the Committee of Experts on the Application of Conventions and Recommendations (CEACR) made 1,321 observations and addressed 2,315 direct requests to the member States concerned;
- the CEACR expressed satisfaction with or interest in measures taken to address its comments in 373 cases;
- the Committee on Freedom of Association reviewed 148 cases and the Committee on the Application of Standards of the International Labour Conference discussed 48 individual cases and two General Surveys;
- the Governing Body discussed 11 representations under article 24 of the ILO Constitution and six complaints of non-observance of ratified Conventions under article 26. Four of these complaints were closed during the biennium (Chile, Fiji, Qatar and the Bolivarian Republic of Venezuela);
- the Joint ILO/United Nations Educational, Scientific and Cultural Organization (UNESCO) Committee of Experts on the Application of the Recommendations concerning Teaching Personnel issued two reports on allegations by teacher unions of non-implementation of principles of the 1966 Recommendation, which were subsequently reviewed by the ILO Governing Body and the UNESCO Executive Board.

**79.** Targeted action by the Office to improve the application of international labour standards produced results in 34 member States, in particular in response to issues raised by the supervisory bodies. The ILO's assistance contributed to reinforcing the capacity of constituents to address serious failures to report and cleared the reporting backlog in 25 member States. The Office and the Turin Centre carried out 60 training activities on international labour standards involving 1,822 participants (907 women and 915 men).

**80.** ILO investments to strengthen the capacity of constituents yielded results in 19 member States, including labour law reforms consistent with international labour standards and the guidance of the ILO supervisory bodies. Expert advice was provided in the form of legal gap



analyses, reviews of draft texts, model legal provisions, detailed comments and suggested revisions. In addition, the Office provided technical advice to constituents on the requirements of Conventions, legislative and regulatory good practices, underlying policy for labour law reforms and the preparation of ratification of ILO Conventions. In most cases, following the adoption of a new law various forms of technical assistance were provided to support its implementation. In Panama and Paraguay, international labour standards served to inform the decisions of domestic courts, following ILO training and capacity-development activities targeting the judiciary.

#### A focus on unacceptable forms of work

##### **81.** ILO action to address unacceptable forms of work led to the following achievements:

- twenty-eight member States adopted targeted policies or strategies to protect workers from unacceptable forms of work;
- seven member States – Argentina, India, Pakistan, Paraguay, Peru, Tajikistan and Uzbekistan – approved regulations for the abolition of forced labour and four member States – Côte d’Ivoire, Honduras, India and Panama – developed or revised lists of hazardous child labour;
- in nine member States, ILO constituents developed national action plans on child labour in high-risk sectors, including the prevention of child labour in cotton production in Paraguay, Peru and the United Republic of Tanzania through South–South cooperation with Brazil.

##### **82.** Discrimination on the basis of gender, ethnicity and health status was also addressed in policy frameworks at the national, municipal and workplace levels in several countries. For example:

- Jamaica adopted a national workplace policy on HIV and AIDS using ILO sectoral tools;
- Haiti and Zimbabwe developed HIV and AIDS workplace policies targeting high-risk sectors (textiles and SMEs) in order to ensure prevention, care and support in the protection of workers from stigma and discrimination;
- in Bangladesh, very low wages and non-payment or unequal payment of wages were addressed through either the extension of minimum wage coverage to previously excluded groups (such as tea garden workers) or bills promoting equal pay for work of equal value in specific sectors (such as in the construction sector in the Plurinational State of Bolivia (box 6));
- Jordan extended social benefits and, through collective bargaining, improved the wages of private-sector teachers – a sector that is traditionally low paid and has a high presence of female workers with a significant gender pay gap.



## Box 6

**An integrated approach to the protection of indigenous workers in Bangladesh, the Plurinational State of Bolivia and Guatemala**

The ILO, in partnership with the Government of Sweden and jointly with its constituents and other local organizations, promoted indigenous women's awareness of their rights and access to decent work and strengthened their economic empowerment and voice.

**Bangladesh:** The ILO focused its assistance on the country's tea garden industry and urban informal economy. In consultation with the tea garden authorities, relevant employers' and workers' organizations and the workers themselves, the ILO conducted a survey of the living and working conditions in this sector, including those of indigenous women workers. The survey results were used as a basis for the negotiation of a new collective agreement for the sector that resulted in improved working conditions. Women's participation and decision-making in the tea garden union was strengthened through capacity building. The Bangladesh Indigenous Workers' Association was established and is being linked with the national trade union movement. The Association will provide a platform for indigenous women and men to advocate for their rights.

**Plurinational State of Bolivia:** The building boom generated an increased demand for labour and attracted many indigenous women to the country's construction sector, where they often face discrimination in hostile working environments, including being paid lower wages than men who perform the same work. In El Alto de La Paz, the country's second largest city, the ILO cooperated with trade unions, local government and employers to increase awareness of the rights of indigenous women, tackle discrimination in pay and support training in occupational safety on construction sites. A new virtual platform and database for women construction workers was created by the Construction Employers' Federation, with the support of the local government. The platform helps women who have certified training to enter the job market under fairer conditions. A newly created association for women who work in the construction sector in the country ensures that women's voices are now being heard locally and nationally.

**Guatemala:** One out of three domestic workers in Guatemala are indigenous, mostly young women. They have limited awareness of their rights and are vulnerable to unacceptable forms of work since domestic work is "invisible" in law and practice. With the ILO's support, national institutions were strengthened to ensure better working conditions for domestic workers, including better wages. The national union of domestic workers advocated changes in legislation to enhance the rights of these workers, including the ratification of ILO's Domestic Workers Convention, 2011 (No. 189), and promoted alternative forms of organization for indigenous domestic workers, such as cooperatives.

**83. The ILO's support enabled constituents to carry out awareness-raising campaigns on:**

- child labour (Lebanon, Myanmar);
- child domestic work (Swaziland, Togo);
- child labour in agriculture (Ghana, Swaziland, Uzbekistan, Zimbabwe);
- forced labour (Argentina, Myanmar, Uzbekistan);
- discrimination based on gender (Plurinational State of Bolivia, Costa Rica, El Salvador);
- health status in the mining and farming sectors (Zimbabwe);
- informed decision-making for women considering labour migration abroad (Nepal).

### 3. Regional highlights

84. This section draws on the detailed performance information presented in the Decent Work Results Dashboard and highlights major areas of ILO support and progress by region.

#### 3.1. Africa

##### Decent work results at a glance

- 237 decent work results were achieved in 46 member States.
- 5 member States achieved 12 or more decent work results, making progress towards all 4 strategic objectives of the ILO.
- By the end of 2017, 23 Decent Work Country Programmes (DWCPs) were active in the region, while another 14 were under preparation.
- Partnerships with the African Union Commission (AUC) led to the development of strategies and programmes on employment, with a focus on youth and women, labour migration, labour market governance, social protection, child labour, forced labour and labour statistics.

85. In response to the priorities identified by ILO constituents in the Addis Ababa Declaration adopted at the 13th African Regional Meeting in December 2015,<sup>32</sup> the ILO's work in the biennium prioritized youth employment, labour migration and social protection, while international labour standards, social dialogue, and gender equality and non-discrimination were pursued as cross-cutting issues.

86. ILO support contributed to the achievement of 237 decent work results in 46 African member States and another four decent work results in subregional organizations. Several member States made progress towards all strategic objectives of the ILO simultaneously and in most of the policy outcomes of the ILO Programme and Budget for 2016–17. The highest number of results was achieved in the areas of entrepreneurship development and youth employment, in response to increased demand for assistance from constituents. Significant results were achieved in relation to workplace compliance, especially with regard to strengthening the capacities of labour inspectorates and decent work in the rural economy. Progress was below target in the adoption of laws and strategies to protect workers from unacceptable forms of work (with the exception of workplace policies on HIV and AIDS), partly due to the length of the legislative process. Box 7 provides examples of comprehensive progress on the Decent Work Agenda in Ethiopia and South Africa.

##### Box 7

##### Decent work in action: Ethiopia and South Africa

**Ethiopia:** For more than a decade, Ethiopia made significant socio-economic progress in a variety of policy areas, especially education and health, based on sustained high economic growth. With the ILO's support, the country made important advances in the integrated pursuit of the Decent Work Agenda. In April 2016, the Council of Ministers endorsed the National Employment Policy and Strategy, prepared in consultation with the social partners, which coordinates efforts from different departments and addresses the need to enhance the participation of women in the labour market, especially in the formal economy. The Government adopted the Overseas Employment Proclamation 923/2016, which resulted in the establishment of a directorate within the Ministry of Labour and Social Affairs that deals specifically with issues of overseas employment and governance of labour migration. In a joint programme with other UN agencies, the ILO contributed to strengthening women's entrepreneurship capabilities and enhancing the capacity of financial institutions and business service providers

<sup>32</sup> ILO: *Addis Ababa Declaration: Transforming Africa through Decent Work for Sustainable Development*, 13th African Regional Meeting, Addis Ababa, 30 November–3 December 2015, [AFRM.13/D.8](#).

to reach women-led enterprises. The Government also adopted national action plans to strengthen labour market governance in the garment industry. ILO services focused on the development of OSH policies at the factory level, in line with international labour standards. Emphasis was also placed on the establishment of a multi-stakeholder forum to foster dialogue between the Government, the private sector, trade unions and other key players, addressing important challenges facing the textile and garment sector. The Confederation of Ethiopian Trade Unions adopted a strategic plan in 2016 that led to an increase in the number of affiliated trade unions from 1,182 to 1,554: membership increased more than 10 per cent between 2015 and 2017.

The main development partners of the ILO in Ethiopia during the biennium were the Governments of Denmark, Ireland, Sweden and the United Kingdom, the European Union and UN agencies.

**South Africa:** In spite of the recent rise in unemployment, progress towards the four ILO strategic objectives has been sustained. In December 2016, the Government started using employment impact assessment tools known as satellite dynamic social accounting matrices to appraise the effects of sector, trade and environmental policies on jobs. The tools were used to inform decisions on the country's energy master plan and to assess the impact on employment of its annual development interventions. On labour relations, the Government and the social partners signed a national minimum wage agreement in February 2017 that set a new benchmark for addressing gross inequality and poverty in the country. At the same time, the Government introduced amendments to the Basic Conditions of Employment Act and the Child Labour Act based on comments from the ILO supervisory mechanisms. Labour federations made progress in gender mainstreaming, as evidenced by the increased number of women unionists participating in the National Economic Development and Labour Council and the drafting of a workers' position on the Maternity Protection Convention, 2000 (No. 183). In March 2016, Business Unity South Africa adopted an action plan on SMEs, start-ups and business formalization informed by recommendations emanating from an assessment using EESE methodology completed earlier in 2016.

The ILO's work in South Africa was carried out with the support of the Government of South Africa, as well as support from the Governments of Belgium (Flanders) and the Netherlands, UN agencies and the Regular Budget Supplementary Account (RBSA).

- 87.** In the context of the Future of Work Initiative, 29 dialogues at the national, subregional and regional levels were organized in the region. Key messages and recommendations included calls for community-based local economic development programmes, improved policy coherence, effective corporate social responsibility on the part of enterprises and the revision of obsolete, outdated and ineffective laws that hinder work governance. A summary of key messages emanating from the dialogues was formally presented and adopted at the second session of the Specialised Technical Committee on Social Development, Labour and Employment of the African Union, held in Algiers in April 2017, following which the African Union proposed the development of an African position on the future of work,<sup>33</sup> effectively underscoring its importance.
- 88.** In 2016, with support from the ILO and other partners at the regional and subregional levels, the AUC designed the first five-year priority programme for the implementation of the 2015 Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development. The programme focuses on youth and women's employment, labour migration, labour market governance, and social protection and productivity. In 2016, the Southern African Development Community approved its Youth Employment Promotion Framework, while in September 2017 governments, employers' and workers' organizations of North African countries adopted a five-year Roadmap for Youth Employment in North Africa.<sup>34</sup> All these initiatives are expected to make a contribution to the achievement of the SDGs, in particular Goal 8. The ILO's contribution to regional and subregional organizations included:

<sup>33</sup> See: <https://au.int/en/pressreleases/20170429/ministers-charge-social-development-labour-and-employment-au-member-states>.

<sup>34</sup> ILO: *Reconfirming commitment to youth employment promotion in North Africa – the YENA Roadmap (2017–22)*, ILO Conference on Youth Employment in North Africa (YENA), Geneva, 26–27 Sep. 2017.

- support provided to the AUC for the development of knowledge products and statistics on labour migration;
- the revision of the African Union’s 2008 Social Policy Framework and 2006 Migration Policy Framework;
- the drafting of an additional Protocol to the African Charter on Human and Peoples’ Rights on the rights of citizens to social security and social protection;
- the strengthening of the Social Dialogue Forum of the Economic Community of West African States (ECOWAS);
- support provided to the ECOWAS Commission to develop strategies on labour migration, child labour and forced labour.

**89.** Considering the magnitude of the child labour challenge in Africa, the ILO engaged in several partnerships to increase its impact at the regional level, including with other UN agencies, regional institutions and constituents in the context of Alliance 8.7.<sup>35</sup> The ILO cooperated with the Economic Commission for Africa on labour statistics and with the African Development Bank on youth and women’s empowerment. In May 2017, the ILO developed a South–South Framework for Africa that paved the way for cooperation on decent work among African countries, including countries in fragile situations.

**90.** In 2016–17, three DWCPs (Côte d’Ivoire, Mali and Tunisia) were formulated and approved, while 14 others were under preparation, as was the first-ever Decent Work Programme for the ECOWAS subregion. Overall, this new generation of DWCPs better reflects the four strategic objectives of the ILO and is more aligned to national development frameworks and United Nations Development Assistance Frameworks (UNDAFs).

### 3.2. Americas

#### Decent work results at a glance

- *176 decent work results were achieved in 30 member States.*
- *6 member States achieved 12 or more decent work results, making progress towards all 4 strategic objectives of the ILO.*
- *By the end of 2017, 3 DWCPs were active in the region, while another 1 was under preparation.*
- *The Regional Initiative on the Elimination of Child Labour in Latin America and the Caribbean, in the context of Alliance 8.7, developed a predictive model to assess the effects of policies on accelerating the reduction of child labour. The model was applied in 7 countries and ensuing results were shared at the IV Global Conference on the Sustained Eradication of Child Labour (Buenos Aires, 2017).*

<sup>35</sup> The 2017 global estimates have shown that sub-Saharan Africa witnessed a rise in child labour during the 2012–16 period driven by economic and demographic forces that limited the positive impact of targeted policies implemented in the region. See ILO: *Global estimates of child labour: Results and trends, 2012–16*, op. cit.; and Alliance 8.7: *Joining forces globally to end forced labour, modern slavery, human trafficking and child labour* (2017).

91. In line with the Lima Declaration adopted at the 18th American Regional Meeting in 2014,<sup>36</sup> the ILO programme in the region focused on three areas prioritized by ILO constituents:
- productive development policies for inclusive growth and more and better jobs;
  - transition from the informal to the formal economy;
  - promotion and implementation of international labour standards and labour rights.
92. ILO support contributed to 176 significant results in these and other areas of the Decent Work Agenda in 30 member States and territories in the region. The highest number of results was recorded in relation to policies, strategies and institutional capacity to protect workers from unacceptable forms of work, with a focus on child labour and forced labour. This was partly due to the active work of the Latin America and the Caribbean Free of Child Labour Regional Initiative and to the momentum generated in the region by the IV Global Conference on the Sustained Eradication of Child Labour, held in Buenos Aires in November 2017. Progress was below target in terms of institutional strengthening of employers' organizations, due mostly to the strategic allocation of the ILO's limited resources to those organizations committed to achieving more sustainable results.
93. With regard to work relating to productive development policies, the Office carried out regional and country-specific research and elaborated diagnostic documents in the following areas:
- global supply chains;
  - enabling environments for sustainable enterprises;
  - cluster-specific and sector-specific development policies;
  - the effects of China's foreign investments on employment in the region;
  - working conditions in SMEs;
  - vocational training and apprenticeships.
94. The ILO facilitated the harmonization of statistics on formalization, particularly in the Caribbean, and facilitated the evaluation of policies in several countries. Work on labour standards prioritized the provision of support to countries in implementing the recommendations of ILO supervisory bodies, including through technical missions and assistance. This work focused on legal reforms, the promotion of freedom of association and collective bargaining and the application of the Indigenous and Tribal Peoples Convention, 1989 (No. 169). In keeping with the inseparable, interrelated and mutually supportive nature of the Decent Work Agenda, some countries made significant progress in all three areas of work prioritized by constituents in the region (box 8).

<sup>36</sup> ILO: *Lima Declaration*, 18th American Regional Meeting, Lima, 13–16 Oct. 2014, [AMRM.18/D.5\(Rev.\)](#).

**Box 8**  
**Productivity, formalization and labour rights:**  
**Progress in Costa Rica and Mexico**

**Costa Rica:** Progress is being made in promoting an economic transformation to create more and better jobs, transitioning from the informal to the formal economy and protecting labour rights. With ILO support, the Government included the unemployment rate as a key variable to be considered in the macroeconomic framework and the Central Bank examined the relationship between inflation and employment. This led to the adoption of a less stringent monetary policy and the reduction of interest rates, with a positive influence on economic growth, which in turn contributed to a reduction of unemployment from 8.5 per cent in 2016 to 7.8 per cent in 2017. In October 2016, the country adopted a tripartite agreement to implement the ILO's Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), which resulted in the establishment of a high-level tripartite discussion process and four technical commissions to discuss social protection, skills development, simplification of procedures and tax reform to promote the formalization of independent workers, salaried workers, domestic workers and business. On labour rights, the reform of labour procedures came into force in July 2017, based on comments from the ILO supervisory bodies and in relation to the right to strike and the introduction of oral hearings in labour courts. The Social Security Administration adopted a procedure in July 2017 for the registration of employers of domestic workers and modified the social protection scheme to better respond to their specific needs with the aim of expanding social security coverage.

The ILO's work in the country was carried out with financial support from the Government of Costa Rica, as well as with RBSA resources.

**Mexico:** The National Commission on the Minimum Wage adopted a series of recommendations proposed in four technical papers prepared by the ILO that highlighted the links between productivity and wages. This informed decisions to increase the minimum wage by more than 10 per cent in January 2017. At the same time, ILO support enabled constituents in the states of Jalisco and Chihuahua, in particular employers' organizations, to develop surveys on the ESEEs, with a focus on productivity and formalization. Building on this work, specific action plans and practices were adopted as part of the competitive strategies of the two states to facilitate the development of sustainable SMEs. In Mexico City, the ILO supported the local government in developing a roadmap to formalize small businesses in the retail sector, which led to the implementation of an integrated strategy in line with ILO's Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204). It also trained trainers from state agencies and employers' organizations on entrepreneurship methodologies (SIYB programme) with a view to the development of business proposals in areas with a high incidence of child labour.

The ILO's work in Mexico was supported by the Government of Mexico and the RBSA.

- 95.** Overall, the Office's analytical and operational capacity to provide evidence-based policy advice to constituents increased during the biennium in the areas of productive development, skills development for changing demands, green jobs, local economic recovery after disasters and migration. The ILO carried out research on the trends that will affect the future of work in Latin America and the Caribbean, as published in the *2016 Labour Overview: Latin America and the Caribbean*.<sup>37</sup> A survey was conducted on the expectations of young people in respect to their future at work and its results informed high-level debates, including several of the 26 national, subregional and regional dialogues convened in response to the ILO Director-General's invitation to participate in the Future of Work Initiative.
- 96.** By the end of 2017, three DWCPs were active in the region (Costa Rica, Guyana and Haiti) and negotiations were under way in Argentina for the preparation of its fourth DWCP. During the biennium, Chile, Panama, Paraguay and Uruguay signed memoranda of understanding using the ILO's DWCP framework.
- 97.** At the regional and subregional levels, the ILO contributed to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (Mexico, 2017) and prepared a publication on the challenges to achieving Goal 8 of the SDGs. The Office actively

<sup>37</sup> ILO: *2016 Labour Overview: Latin America and the Caribbean* (Lima, 2016).

contributed to Alliance 8.7 through the Latin America and the Caribbean Free of Child Labour Regional Initiative.

98. Partnerships with the Economic Commission for Latin America and the Caribbean contributed to enriching the provision of statistical information on regional labour markets and employment policies. Partnerships with other UN agencies (UNDP, UN Women, the Food and Agriculture Organization of the United Nations, UNHCR, the United Nations Children’s Fund, the United Nations Population Fund, the United Nations Environment Programme and UNESCO) and with multilateral entities (OECD, the World Bank, the Inter-American Development Bank and the Organization of American States) focused on the development of analysis and diagnosis, policy briefs and the implementation of methodologies and tools relating to child labour, labour migration, gender equality, the green economy, youth employment, rural development, formalization and competitiveness.

### 3.3. Arab States

#### Decent work results at a glance

- 41 decent work results were achieved in 10 member States and territories.
- 1 member State achieved 12 or more decent work results, making progress towards all 4 strategic objectives of the ILO.
- By the end of 2017, 1 DWCP was active in the region while another 3 were under preparation.
- The ILO developed a comprehensive response to the Syria crisis in neighbouring countries, in line with international commitments made at global conferences on the crisis held in 2016 and 2017. Important achievements in Jordan and Lebanon include: the formalization of the work of refugees; the creation of job placement mechanisms; and the promotion of measures preventing a deterioration of working conditions and child labour in agriculture and the informal urban sector.

99. In 2016–17, the Arab States region continued to experience widespread situations of conflict and instability due in particular but not only to the spillover effects of the Syria crisis and the ensuing influx of refugees that had significant impacts on already strained labour markets and scarce resources. Development plans and reform programmes of the members of the Gulf Cooperation Council continued to be affected by declining oil prices. This situation greatly affected delivery on the ILO programme in the region, with 41 decent work results achieved in ten countries and territories, representing only 66 per cent of the target set for the biennium. Several of these results nonetheless have far-reaching implications for the region, such as the adoption in the Occupied Palestinian Territory in September 2016 of the first-ever social security law for private-sector workers and their families and progress made under an ILO project jointly implemented with the Government of Qatar to promote equal treatment for migrant workers through the annulment of the sponsorship system that prevented them from freely changing employment. This led to the closing in 2017 of the complaint concerning non-observance by Qatar of the Forced Labour Convention, 1930 (No. 29), and the Labour Inspection Convention, 1947 (No. 81). The highest number of results was achieved in entrepreneurship development, the implementation of employment-intensive infrastructure programmes (EIIPs) and the extension of social protection, as these were the main components of the ILO’s response to the crisis situation. Progress was particularly below target in relation to the institutional strengthening of employers’ and workers’ organizations, which was affected by current regional deficits in social dialogue.

100. The emphasis on decent work within the 2030 Agenda and in crisis response created an unprecedented demand for ILO services at the regional level. This translated into the mainstreaming of decent work into the Arab Forum for Sustainable Development annual reports, the inclusion of the ILO’s strategic objectives in new UNDAFs for Bahrain, Jordan,



Lebanon, the Occupied Palestinian Territory and Yemen, and several crisis-response frameworks.

- 101.** Agreements were made to start developing new DWCPs in Lebanon, Oman and the Occupied Palestinian Territory and to extend the existing DWCP in Jordan. The programmes were formulated through extensive consultations with tripartite constituents and guided by the 2030 Agenda, the UNDAF results framework and national development plans.
- 102.** A significant development in the biennium was the increasingly prominent role played by the ILO in the Syria crisis response, in line with international commitments made at global conferences held on this matter in 2016 and 2017. The ILO's response in Jordan and Lebanon focused on measures to create more and better job opportunities for both Syrian refugees and host communities, aligned with the ILO's 2016 *Guiding principles on the access of refugees and other forcibly displaced persons to the labour market* (box 9). The most important achievements include the formalization of the work of refugees, the creation of job placement mechanisms, the promotion of measures preventing unacceptable working conditions in the informal economy in urban settings and child labour in agriculture, and the creation of jobs paired with improved economically critical infrastructure through the ILO's EIIP.

#### Box 9

##### Jordan and Lebanon: A response to the Syria crisis based on decent work

The Syria refugee crisis is the largest, most protracted and complex humanitarian emergency of our times. By January 2016, more than 600,000 Syrian refugees were registered in Jordan, a country with a total population of about 9.5 million. Approximately 20 per cent of the refugees live in designated camps, while the rest find shelter in cities and rural areas, placing a growing pressure on Jordan's resources and labour market. In Lebanon, the number of refugees is 1.5 million – one quarter of the country's population. The ILO's response during the biennium focused on enhancing access to employment opportunities and livelihoods in host communities for both refugees and locals by implementing labour-intensive public works programmes, working at the grass-roots level in agricultural value chains and advocating for appropriate changes in policies and regulations. RBSA funding allowed the ILO to kick-start activities in an agile manner, positioned the ILO as the lead UN agency in the area of employment and livelihoods, and enabled the Office to leverage additional resources from a range of development partners.

**Jordan:** ILO advocacy with the Ministry of Labour facilitated the process of obtaining work permits for refugees to work in sectors such as construction and manufacturing. Between January 2016 and December 2017, more than 60,000 work permits were issued to Syrian refugees in these sectors and another 17,000 were issued in rural areas through agricultural and multipurpose cooperatives. In August 2017, the ILO and UNHCR inaugurated the first employment office inside a refugee camp in Zaatari.

**Lebanon:** The ILO supported the Ministry of Labour and the Ministry of Social Affairs in identifying and implementing employment-intensive projects in the most vulnerable communities, addressing simultaneously the needs for infrastructure development and for decent job creation; 24 contracting companies participated in productive developmental projects, recruiting local workers with a focus on refugees, women and people with disabilities. The ILO developed social safeguard frameworks to protect workers' rights and to promote safe and secure workplaces. In collaboration with trade unions and the Government, work to prevent child labour among refugee children was undertaken in Beqaa.

The ILO's main development partners in Jordan and Lebanon were the Governments of Canada, Denmark, Germany, Italy, Netherlands, Norway, Sweden, Switzerland, United Kingdom and United States, as well as the European Union.

- 103.** Nine regional and interregional events linked to the Future of Work Initiative were organized in the biennium, culminating in joint deliberations between ILO constituents and other stakeholders on the achievements made in advancing the Decent Work Agenda, the ILO's role in bringing about a future of inclusive growth with decent work and remaining challenges. One such deliberation at the Tripartite Arab Meeting on the Future of Work, held in Beirut in April 2017, focused on regional transformations in the world of work, including in fragile States.



- 104.** Other areas of ILO response included the promotion of knowledge-sharing initiatives on social protection and labour migration, including interregional and extra-regional (South–South) cooperation. The ILO convened an interregional consultation on labour migration and mobility, bringing together tripartite constituents, civil society and prominent academics from 22 member States in Asia, Africa and the Arab States (Lebanon, October 2017), and a regional conference on the theme “Women in business and management: Gaining momentum in the Middle East and North Africa” (Oman, February 2016). This provided a platform for dialogue on progress in the region pertaining to gender equality in the world of work.
- 105.** A number of partnerships were forged or strengthened in the biennium with a view to leveraging ILO action in support of constituents and achieving greater impact. For example:
- a regional exercise on capacity building and knowledge exchange regarding the SDGs was conducted in December 2016, in cooperation with the Economic and Social Commission for Western Asia and the Turin Centre, for the benefit of constituents and other stakeholders from Egypt, Iraq, Jordan, Lebanon and the Occupied Palestinian Territory;
  - a regional study on child labour was conducted, in cooperation with the League of Arab States, in order to influence policy development and regional cooperation in this critical area;
  - a joint workplan was agreed with the Gulf Cooperation Council Executive Bureau to support the implementation of capacity building and knowledge-sharing activities in the areas of entrepreneurship development, fair recruitment policies, discrimination, labour disputes and social dialogue.

### 3.4. *Asia and the Pacific*

#### Decent work results at a glance

- *170 decent work results were achieved in 26 member States.*
- *5 member States achieved 12 or more decent work results, making progress in respect of all 4 strategic objectives of the ILO.*
- *By the end of 2017, 8 DWCPs were active in the region while another 24 were under preparation.*
- *The ILO supported the adoption in 2016 by the Heads of State and Government of ASEAN of the Vientiane Declaration on Transition from Informal to Formal Employment towards Decent Work Promotion in ASEAN, as well as the adoption in 2016 by the South Asian Association for Regional Cooperation of the Plan of Action for Cooperation on Matters Related to Migration.*

- 106.** Asia’s remarkable economic performance in recent decades has lifted millions of people out of poverty, but rapid growth has been accompanied by rising inequality and persistent vulnerability. These challenges are strongly linked to deficits in the labour market, a common shortfall being weak labour market governance that undermines implementation and the enforcement of rights and standards.
- 107.** A total of 170 decent work results were achieved in 26 member States in the region and one other result was of regional scope. In line with the Bali Declaration,<sup>38</sup> adopted at the 16th Asian Regional Meeting in December 2016, the ILO’s work placed particular emphasis

<sup>38</sup> ILO: *Bali Declaration*, 16th Asia and the Pacific Regional Meeting, Bali, Indonesia, 6–9 Dec. 2016, [APRM.16/D.6](#).

on the ratification and application of international labour standards, resulting in 15 new ratifications by nine member States (India, Indonesia, Malaysia, Myanmar, New Zealand, Philippines, Sri Lanka, Thailand and Timor-Leste). Other priority areas focused on assistance to constituents to strengthen labour market governance, development of fair and effective labour migration policies and the protection of workers from unacceptable forms of work. The growing number of middle-income countries required ILO support to devise strategies on the transition to formality, including through capacity development to build social protection floors, establishing wage policies and ensuring the sustainability of enterprises. Constituents also received ILO support to address the skills gap in today's labour market as well as in the context of the Future of Work Initiative.

**108.** Substantial regional progress was achieved on the transition to formality. With the ILO's support, the Vientiane Declaration on Transition from Informal Employment to Formal Employment towards Decent Work Promotion in ASEAN <sup>39</sup> was adopted by the Heads of State and Government attending the 28th and 29th ASEAN Summits in Vientiane in 2016. Follow-up action by the Office in response to requests by ASEAN member States has included draft national action plans and a Turin Centre training course on policy development (based on informal employment statistics).

**109.** The ILO also contributed to the adoption of the Plan of Action for Cooperation on Matters Related to Migration of the South Asian Association for Regional Cooperation, which identified seven key areas for action on labour migration:

- development of a framework for skills qualification;
- pre-departure preparation;
- standard employment contracts and minimum wage;
- information exchange and knowledge sharing;
- fair and ethical recruitment;
- economic development potential of migration;
- establishing a justice mechanism and support services.

**110.** To ensure the sustainability of high-quality and relevant services, the Office developed knowledge products, policy guidance and practical tools in relevant areas of the Decent Work Agenda, with a particular focus on the future of work; 24 countries participated in a total of 14 dialogues on the Future of Work Initiative (13 national dialogues and one subregional dialogue for Pacific island countries). In addition, a regional conference, organized in cooperation with the International Trade Union Confederation Asia-Pacific, provided its affiliated organizations with an opportunity to discuss the implications of the future of work for employment and industrial relations in the region. While there was diversity in the structure of national dialogues, common themes emerged relating to the impacts of demographic change and technological advances, as well as the importance of skills, human capital, governance, institutional stability, effective social dialogue, enhanced productivity through sustainable global supply chains and inclusive social protection. Lending primacy to future of work topics continued after the national dialogues and preparations were made for future thematic knowledge-sharing events, in particular a

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<sup>39</sup> ASEAN: *Vientiane Declaration on Transition from Informal Employment to Formal Employment towards Decent Work Promotion in ASEAN*, 28th and 29th Summits of the Association of Southeast Asian Nations, Vientiane, 6–8 Sep. 2016.

regional reporting process on the future of skills and a high-level dialogue on the future of women at work, to be launched in 2018.

- 111.** A total of nine new DWCPs were developed in the course of the biennium, all aligned with the UNDAFs, the national sustainable development strategies and the 2030 Agenda (box 10). In each case, a tripartite steering committee was set up to oversee monitoring and engage in strategic decision-making in matters relating to decent work.

**Box 10**

**Integrated DWCPs: China and Timor-Leste**

**China:** Recognizing the rapidly evolving social and economic conditions in China and the country's growing role in global governance and sustainable development, the ILO and the Ministry of Human Resources and Social Security signed a Memorandum of Understanding in September 2016 to establish and implement a strategic partnership. Subsequently, in March 2017, the ILO and its Chinese constituents, namely the Ministry, the All-China Federation of Trade Unions, the China Enterprise Confederation and the State Administration of Work Safety, adopted the China Decent Work Country Programme 2016–20. The DWCP is based on three priorities spanning the four strategic objectives of the ILO: increase the quality and quantity of employment; promote and extend social protection in and out of the workplace; and strengthen the rule of law and the realization of fundamental principles and rights at work.

Progress attributable to the implementation of the DWCP includes: the review of the resolution of the 19th International Conference of Labour Statisticians by China's National Bureau of Statistics for use in the national labour statistic system, which will support the production of consistent and comparable labour data to promote employment policies; work with the social partners on social protection to broaden the compliance strategy from enforcement to advice by using ILO tools for the promotion of OSH in SMEs and in supply chains; and work on disability-inclusive employment and equal treatment for women and people living with HIV/AIDS in the workplace. In April 2017, the ILO and the Ministry launched the implementation of a three-year project on the theme "Promoting harmonious labour relations through collective bargaining", which will be implemented as a pilot in Hubei, Inner Mongolia and Jiangsu provinces.

The main development partners of the ILO in China are the Governments of Ireland, Norway and the United States, as well as other UN agencies.

**Timor-Leste:** The DWCP for 2016–20 was adopted in May 2016 by the Secretariat of State for Vocational Training and Employment Policy, the Chamber of Commerce and Industry of Timor-Leste and the Timor-Leste Trade Union Confederation. The DWCP supports the implementation of the national Strategic Development Plan 2011–30. Agreed priorities and outcomes are: employment promotion and social protection; rural socio-economic development; and good labour market governance institutions.

In this framework and with ILO support, the Government adopted the Timor-Leste National Employment Strategy 2017–30 and the General Social Security Law, which establish the first contributory social security schemes in the country offering provisions for old-age, death, survivors, disability and maternity/paternity benefits. Under the rural development component of the DWCP, the ILO launched implementation of the second phases of two major development cooperation projects on the themes: "Roads for development" and "Enhancing rural roads access". During the first phase (2013–16), these projects rehabilitated and maintained a total of 400 kilometres (approximately 20 per cent) of Timor-Leste's rural roads to a high-quality all-weather standard, leading to reductions of travel times by 50 per cent, a 100 per cent increase in weekly income from the sale of agricultural products and improved access to health services and schools. The \$8 million in wages paid to the women and men who worked on the roads were spent in the local economy. Women's participation in these projects represented on average 30 per cent of the workforce.

The main development partners of the ILO in Timor-Leste were the Governments of Australia, Ireland, New Zealand and Portugal, and the European Union.

- 112.** The ILO established and supported numerous partnerships and alliances around the 2030 Agenda. For example:

- a Memorandum of Understanding was agreed with the Pacific Community on capacity building to implement regular labour market surveys adhering to international standards that would gather data to monitor relevant decent work and SDG indicators in the Pacific island countries;

- collaboration was initiated with the ASEAN Community Statistical System to develop the ASEAN social protection monitoring framework in the context of the SDGs;
- a regional trade union development cooperation network was established to support national trade unions' efforts to collect information and statistics on labour and trade union rights to improve the monitoring of relevant SDGs.

### 3.5. Europe and Central Asia

#### Decent work results at a glance

- 78 decent work results were achieved in 19 member States.
- 1 member State achieved 12 or more decent work results, making progress towards all 4 strategic objectives of the ILO.
- By the end of 2017, 9 DWCPs were active in the region and 5 were developed during the biennium.
- After Uzbekistan's ratification of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), Europe and Central Asia became the first region that has ratified all 8 ILO fundamental Conventions.

**113.** The Oslo Declaration,<sup>40</sup> adopted at the Ninth European Regional Meeting in April 2013, has guided the ILO's work at the regional level and informed strategies at the country level, as articulated in DWCPs. In October 2017, the strategic direction for the region was adopted at the Tenth European Regional Meeting, as reflected in the Istanbul Initiative.<sup>41</sup> This document will be presented to the Governing Body in March 2018.

**114.** ILO action in the biennium contributed to a total of 78 results achieved in 19 countries across all policy outcome areas, with the exception of decent work in the rural economy that had not been prioritized by the region for 2016–17. Significant achievements were recorded in the areas of youth employment, sustainable enterprises, working conditions (in particular OSH), unacceptable forms of work, labour compliance, social dialogue (box 11), and other emerging priority areas such as formalization and labour migration.

#### Box 11

##### Compliance with international labour standards as a development priority: Ukraine and Uzbekistan

**Ukraine:** In June 2016, Ukraine ratified the ILO's Social Security (Minimum Standards) Convention, 1952 (No. 102), and in November 2016 signed the European Code of Social Security. At the request of the Ukrainian Government, the ILO partnered with the Council of Europe to enhance national capacity to modernize the country's social protection system in the light of these two standards. In the follow-up to the Convention's ratification, the Office provided comments on the reform of the pension system, which was successfully implemented in October 2017, and supported the national debate on the long due revision of the minimum wage. The Government's decision to double the minimum wage as of 1 January 2017 was expected to have positive effects given that the real average wage growth was at 19 per cent while the average 2017 nominal wage was forecast to grow by 37 per cent.

ILO work on social protection floors in the context of recovery strategies in Central and Eastern Europe was funded through the RBSA.

<sup>40</sup> ILO: *The Oslo Declaration: Restoring confidence in jobs and growth*, Ninth European Regional Meeting, Oslo, 8–11 Apr. 2013, [ERM.9/D.7](#).

<sup>41</sup> ILO: *The Istanbul Initiative for the Centenary: Future for Decent Work for strong and responsible social partnership in Europe and Central Asia*, Tenth European Regional Meeting, Istanbul, Turkey, 2–5 Oct. 2017, [ERM.10/D.10](#).

**Uzbekistan:** In 2016–17, the Office invested heavily in Uzbekistan with a view to ensuring progress on compliance with fundamental rights and principles at work in cotton harvesting, especially as regards child labour and forced labour. With support from the Government of the United States and in partnership with the World Bank, the ILO assured monitoring of child and forced labour during the cotton harvest. A survey of recruitment practices and seasonal employment in agriculture, first conducted in 2015, was repeated in 2016, resulting in an assessment of the number of workers involuntarily involved in picking cotton. The ILO's Third-party monitoring report of 2016<sup>1</sup> recommended further decisive measures to ensure sustainability of these monitoring efforts through improvements in capacity building, education and training, recruitment practices, working conditions and the labour relations system.

In December 2016, the European Parliament adopted a resolution on Uzbekistan, which highlighted the significant efforts made by the country to prevent and eliminate child and forced labour and to eradicate coercive recruitment practices during the cotton harvest season, and included many references to the work of the ILO in this area. In March 2017, Uzbekistan adopted a law on the ratification of the Partnership and Cooperation Agreement between Uzbekistan and the European Union, thereby extending the provisions of the Agreement to bilateral trade in textiles (2011).

<sup>1</sup> ILO: *Third-party monitoring of measures against child labour and forced labour during the 2016 cotton harvest in Uzbekistan*, report submitted to the World Bank by the International Labour Office (Geneva, 2017).

- 115.** During the biennium, five new DWCPs were adopted (Albania, Azerbaijan, Republic of Moldova, Ukraine and Uzbekistan) and a new programme of cooperation was signed with the Russian Federation. These programmes are aligned with national priorities and efforts to implement the 2030 Agenda.
- 116.** An important development in the region was Uzbekistan's ratification of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), making Europe and Central Asia the first region where all member States have ratified all eight ILO fundamental Conventions.
- 117.** The region intensively supported the Future of Work Initiative: 46 of 51 countries participated in more than 30 tripartite dialogues held at the national and subregional levels, including European Union institutions, the Nordic Council and the Commonwealth of Independent States (CIS).
- 118.** The ILO consolidated its strategic partnership with the European Union. New cooperation projects were launched to promote ILO standards in several countries that have trade relations with the European Union. The publication *Talking through the crisis: Social dialogue and industrial relations trends in selected EU countries*<sup>42</sup> was the culmination of a successful ILO–European Union collaboration to document and analyse emerging trends and good practices in the period following the economic and financial crisis in Europe. In parallel, the ILO established or renewed its partnership agreements with the Governments of Denmark, Norway and Sweden, as well as with the Government of the Russian Federation, LUKOIL and the Association of Chocolate, Biscuit and Confectionery Industries of Europe.
- 119.** Alliances within the UN system focused on issue-based coalitions around SDG targets, in particular social protection, youth development, forced labour and child labour. The ILO continued to partner with the Economic Commission for Europe by contributing to various task forces on issues related to statistics such as data for SDGs, measuring labour mobility and the valuation of unpaid household services, as well as by participating as a Steering Committee member in the Expert Group on Measuring Quality of Employment.

<sup>42</sup> I. Guardiancich and O. Molina (eds): *Talking through the crisis: Social dialogue and industrial relations trends in selected EU countries* (Geneva, ILO, 1997).

- 120.** A tripartite partnership was established with the Regional Cooperation Council for the Western Balkans to provide technical expertise and facilitate the effective engagement of employers' and workers' organizations in the Council's work on the third pillar of the economic reform programmes and the subregional network for the coordination of public employment services. Moreover, within the framework of an established regional partnership with the UNDP in Central Asia, the CIS countries and the Western Balkans, work at the country level focused in particular on employment with a view to the achievement of Goal 8 of the SDGs on decent work and sustainable economic growth, guided by the provisions of the Employment Policy Convention, 1964 (No. 122).

#### 4. Cross-cutting policy drivers

##### Decent work results at a glance

- *Of the results achieved at the country level in all policy areas, 49 per cent contributed significantly to the ratification or application of international labour standards, 53 per cent helped strengthen social dialogue and 46 per cent promoted gender equality and non-discrimination.*
- *Under the framework of the Standards Initiative, a tripartite working group reached conclusions on 63 outdated Conventions and Recommendations, as well as on 19 instruments concerning OSH.*
- *The Women at Work Initiative produced up-to-date global and country-specific information on trends and challenges in relation to women in the labour market as a foundation for evidence-based, innovative policies to promote gender equality.*

- 121.** The Programme and Budget for 2016–17 introduced three cross-cutting policy drivers – international labour standards, social dialogue, and gender equality and non-discrimination – which address issues that are truly inherent in the ILO's mandate and relevant to all areas of its activities. The policy drivers informed the design of outcome strategies at the global level, as well as their implementation at the country level. Decent work results achieved during the biennium with the support of the ILO reflect progress in the advancement of one, two or all three policy drivers.
- 122.** At the beginning of the biennium, the Office introduced a marker system for planning and monitoring purposes as a means of measuring the extent to which country results contribute to the advancement of the cross-cutting policy drivers (CCPDs). Building on the parameters agreed by the UN system for gender equality markers, each country programme outcome was rated against a four-category scale, ranging from 0 (not expected to contribute to CCPD) to 1 (expected to make a limited contribution to CCPD), 2A (expected to make a significant contribution to CCPD) and 2B (CCPD is principal objective). Each country result accounted for in this programme reporting exercise has therefore been rated against the same scale in relation to each CCPD, following a quality assurance process.
- 123.** In total, 136 of the 707 decent work results (19 per cent) were rated with either marker 2A or marker 2B in all three policy drivers (box 12), while 129 results (18 per cent) made a limited contribution to all three policy drivers (figure 1). No results reported for the biennium were rated with marker 0.

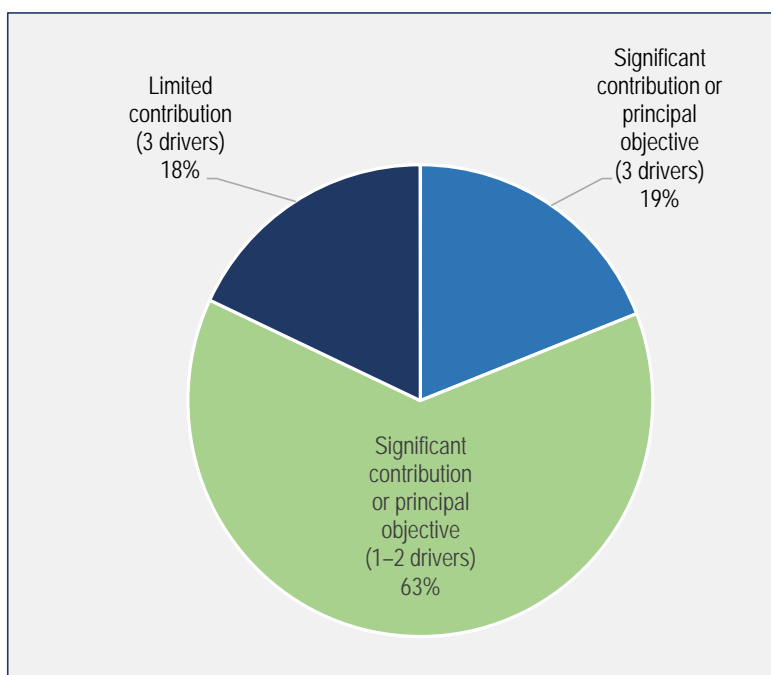
## Box 12

## Virtuous circles: Driving changes in international labour standards, social dialogue, and gender equality and non-discrimination

**Argentina:** In 2016–17, Argentina made significant progress in improving working conditions and formalizing the status of domestic workers – a population group composed mostly of low-income women and in which migrant workers are over-represented. Using an “information passport” and an application detailing domestic workers’ rights, the Sindicato de Amas de Casa de la República Argentina (Homemakers’ Union of Argentina) carried out an awareness-raising campaign, which included an advocacy guide on the rights and responsibilities of employers in private homes. The guide, endorsed at tripartite workshops organized by the ILO, promotes non-discrimination, social dialogue and application of the Domestic Workers Convention, 2011 (No. 189), and Recommendation, 2011 (No. 201), and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143).

**Laos People’s Democratic Republic:** The ILO – with support from the Governments of Japan and Switzerland and the Arab Gulf Programme for United Nations Development Organizations – assisted the Government and the social partners in launching an integrated rural livelihoods and decent work promotion programme, focusing on women and ethnic villagers in pilot areas. The programme, implemented in 2016–17, focused on capacity building for local organizations, employers and workers on employment-intensive investments, skills development, value chain upgrading, small enterprise promotion, improvement of working conditions and gender equality. Initial results show positive changes in the gender redistribution of roles at home, on farms and in community affairs, as well as increases in family incomes. Employers’ and workers’ organizations actively participated in the programme, developing joint action plans to train their affiliates on issues such as safety and health in the workplace. ILO capacity-building and promotional initiatives were based on Conventions and Recommendations related to OSH, gender equality and working conditions, which in turn helped advance the application of those standards.

Figure 1. Distribution of country results by contribution to the cross-cutting policy drivers (CCPDs)



#### 4.1. International labour standards

- 124.** The ILO's global work on international labour standards placed a special emphasis on effectively engaging constituents to increase their participation in and ownership of the standards system. This required continuous efforts, undertaken within the framework of the ILO's Standards Initiative (box 13), to ensure that international labour standards were up to date and relevant for a changing world of work.

##### Box 13

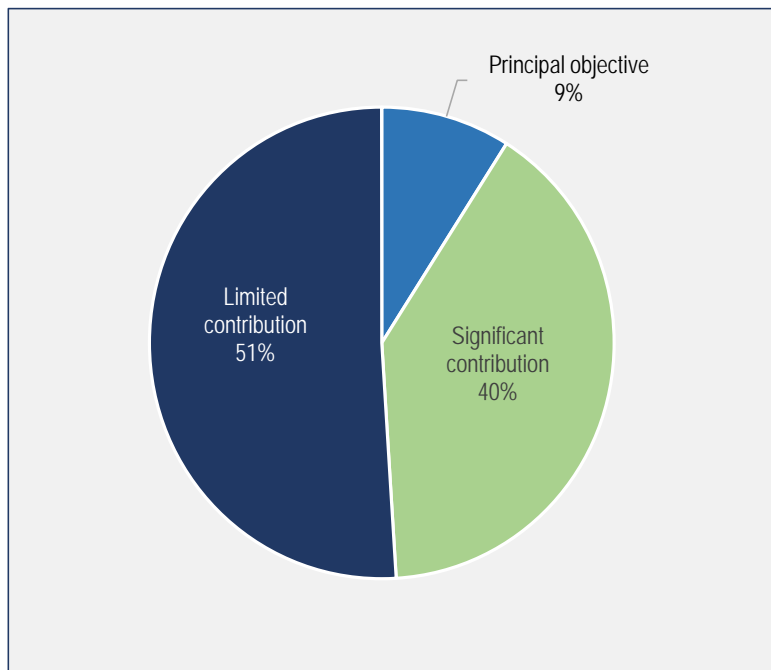
##### The Standards Initiative: Progress in 2016–17

During the biennium, the Standards Review Mechanism Tripartite Working Group met three times and produced an initial programme of work and conclusions on 63 outdated Conventions and Recommendations and 19 instruments concerning OSH. As a result of this work, in June 2017, the International Labour Conference decided on the withdrawal of two outdated instruments and the abrogation of another four. In order to ensure sustainable follow-up to the recommendations of the Standards Review Mechanism Tripartite Working Group, the Office took steps to support the development of holistic tripartite national policies and action plans on the ratification, application and reporting of standards and their integration into DWCPs.

The Office also facilitated tripartite consultations on strengthening the authority and effectiveness of the ILO supervisory mechanism within the existing ILO constitutional framework, leading to the adoption of a time-bound workplan by the Governing Body in March 2017.

- 125.** At the country level, 9 per cent of the results achieved during the biennium directly targeted the application of international labour standards, while 40 per cent made a significant contribution towards the advancement of this cross-cutting policy driver. A limited contribution was made in this respect by 51 per cent of results (figure 2). Targeted results were achieved across all policy outcome areas, with a majority (90 per cent) falling under outcomes relating to international labour standards, unacceptable forms of work and workplace compliance through labour inspection.

Figure 2. International labour standards: Distribution of country results by contribution marker





- 126.** The strategy to mainstream international labour standards in all policy outcomes focused on building bridges between the work of the supervisory bodies and the assistance provided by the Office globally and at the country level. This was pursued by ensuring a continuous flow of information and feedback from the supervisory bodies to ILO structures in the regions and vice versa. In this respect, after the June 2016 session of the Committee on the Application of Standards and following its guidance, the Office organized and carried out priority follow-up missions to 16 countries from July to October. This allowed the Committee of Experts to examine progress made and provide further feedback during its November meeting. In a similar vein, ILO country offices and decent work technical teams in the regions were involved in the preparation of the Committee of Experts' sessions in November and December of 2016 and 2017 through online conferences and webinars. These meetings served to share up-to-date information on progress achieved in the application of ratified Conventions at the country level.
- 127.** This two-way communication proved effective in linking priorities emanating from the supervisory bodies with needs and requests arising from constituents in countries. Experience gained over the biennium has shown the benefits of furthering this approach, which should be pursued from the early stages of the ILO's biennial programming cycle.
- 128.** The Office further enhanced this virtuous cycle of guidance, support and reporting in the context of specific projects. With the support of the European Commission and with a focus on the implementation of the comments of the ILO's supervisory bodies, projects were implemented in ten countries benefiting from the European Union's Special Incentive Arrangement for Sustainable Development and Good Governance (GSP+). The lessons learned from these projects will be applied in other contexts and cases with a view to taking advantage of the ILO's normative role to increase the relevance and impact of its development cooperation activities. Some examples of results achieved are:
- Cabo Verde submitted several outstanding reports on ratified Conventions in 2017, including on the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98);
  - in March 2017, the Ministry of Social Welfare and Labour of Mongolia established a tripartite subcommittee responsible for ensuring that the country meets obligations arising from the ratification of ILO Conventions, submits timely reports to the ILO supervisory bodies and closes implementation gaps. This led to a revision of labour law;
  - in Pakistan, the Government drafted a comprehensive report on the status of application of the eight fundamental Conventions and a reform plan to improve implementation of international labour standards, in line with CEACR comments, which became part of Pakistan's report on GSP+ in 2016.

## **4.2. Social dialogue**

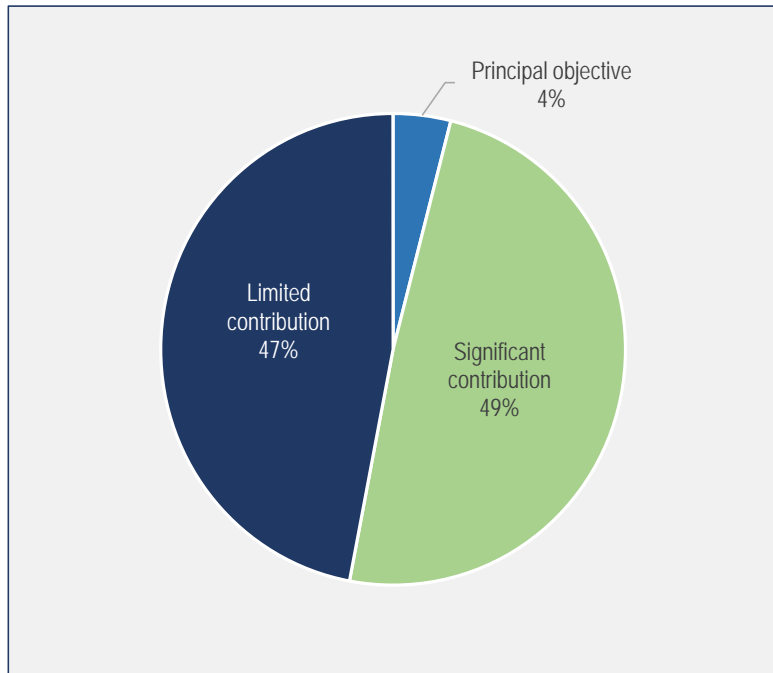
- 129.** Efforts to promote social dialogue across all ten policy outcomes were guided by the strategy of the Programme and Budget for 2016–17 and the ILO's plan of action on social dialogue 2014–17.<sup>43</sup> Policy advice and capacity development for the tripartite constituents, along with the generation and sharing of knowledge and facilitation of consultations, were the main

<sup>43</sup> ILO: *Follow-up to the discussion on social dialogue at the 102nd Session of the International Labour Conference (2013): Plan of action*, Governing Body, 319th Session, Geneva, Oct. 2013, [GB.319/POL/3\(Rev.1\)](#).

means deployed to support member States to strengthen social dialogue institutions and processes and upgrade frameworks for social dialogue and collective bargaining.

- 130.** Social dialogue was, to varying degrees and in various forms, integrated into most ILO interventions at the country level. Approximately 53 per cent of the results achieved during the biennium made a significant contribution to social dialogue or were directly targeted at the advancement of this driver (figure 3). This pattern was noticeable across all policy outcome areas since most results were achieved with the direct involvement of the tripartite constituents, who in turn relied upon continued policy dialogue and the practice of social dialogue in order to reach consensus.

Figure 3. Social dialogue: Distribution of results by contribution marker



- 131.** The contribution to social dialogue varied by outcome area and was particularly significant for results related to employment, including for young people, and enterprise development. For example:

- the formulation of national employment policies or youth employment programmes led to the strengthening of tripartite employment councils or similar social dialogue institutions in Ghana, Morocco, South Africa, United Republic of Tanzania and Tunisia;
- social dialogue and collective bargaining proved particularly important with respect to wage policies in Costa Rica and South Africa and was integral to interventions aimed at achieving gender equality and non-discrimination in Jordan and Zimbabwe, as well as globally, for example in addressing gender-based violence;
- within the framework of national tripartite committees, the regulation of light work and national lists of hazardous child labour were established in Chile, Côte d'Ivoire and Honduras, as provided for in the Worst Forms of Child Labour Convention, 1999 (No. 182).

**132.** Policy and social dialogue among constituents often resulted in agreements and plans of work spanning several countries or actors. In a number of countries, constituents jointly developed national strategies to enhance workplace compliance and to create safe and productive work environments. For example:

- tripartite delegations from Egypt, Morocco and Tunisia developed a programme of action to coordinate their efforts in labour migration governance;
- tripartite agreements on the formalization of the informal economy and undeclared work were concluded in Costa Rica and Greece;
- in Côte d'Ivoire, Ghana, Mexico, Senegal and South Africa, the tripartite constituents engaged in a joint diagnosis of the key challenges of formalization and agreed on policy responses or roadmaps;
- in five countries in Africa and Asia and the Pacific, participatory assessment-based national dialogues on social protection floors were carried out using the ILO's global methodology, whereby the tripartite constituents and other partners analyse social protection gaps and build consensus around priorities and policy recommendations;
- in Guyana, the Occupied Palestinian Territory and Ukraine, the constituents jointly developed strategies to enhance workplace compliance, which subsequently resulted in labour law reforms;
- in Grenada and Samoa, collaboration resulted in the adoption of national OSH policies, frameworks and profiles;
- constituents worked together in Bangladesh, Colombia and Egypt to strengthen programmes for the improvement of labour administration and labour inspection.

**133.** The ILO strengthened its partnerships with the International Association of Economic and Social Councils and Similar Institutions (AICESIS), the European Commission and the European Foundation for the Improvement of Living and Working Conditions (Eurofound) with a view to enhancing the capacity of national social dialogue institutions and actors and expanding the knowledge base, including in relation to the 2030 Agenda.

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

**134.** The Women at Work Initiative underpinned the strategic direction of the ILO's global work on gender equality and non-discrimination during the biennium (box 14). At the country level, delivery focused on providing support to constituents in advancing this driver in line with the realization of the SDG targets. Progress under the cross-cutting policy drivers played an important role in the empowerment of women and those groups most likely to be left behind, including persons with disabilities, indigenous communities or ethnic minorities, lesbian, gay, bisexual, transgender and intersex persons, and persons living with or affected by HIV and AIDS, among others.

#### **Box 14**

#### **Progress on the Women at Work Initiative**

During 2016–17, the Women at Work Initiative focused on addressing obstacles to decent work for women: discrimination that undermines access to decent work; low pay and the absence of equal pay; lack of recognition, unequal distribution and undervaluation of care work; and violence and harassment in the world of work. A series of research and knowledge initiatives provided a baseline of trends, as well as key policy drivers for gender transformative change. These included the publications: *Women at Work: Trends 2016*,<sup>1</sup> *World Employment and Social Outlook: Trends for Women 2017*,<sup>2</sup> and two regional reports *Women in business and management*:

*Gaining momentum* for the Middle East and North Africa (2016)<sup>3</sup> and Latin America and the Caribbean (2017).<sup>4</sup> A groundbreaking report was launched, in partnership with Gallup, confirming that women aspire to paid jobs and that work–family balance and access to care are major challenges in every region. Country-level data from the ILO–Gallup report has helped move the debate in some countries away from whether women want to work in paid jobs or whether it is acceptable, towards policy discussions at the national and regional levels on the key challenges and innovative ways to overcome them.

An important stream of work focused on the preparation, in view of the 107th Session (2018) of the International Labour Conference, of the standard-setting discussion on violence and harassment in the world of work, including the compilation and sharing of knowledge on related laws, policies and practices to inform discussion at the Conference.

The launch of the Equal Pay International Coalition in September 2017, led by the ILO, UN Women and the OECD, was another key component of the Initiative. Established to contribute to the achievement of target 8.5 of the SDGs focusing on equal pay between women and men for work of equal value, it is meant to provide a framework for leveraging expertise across a diverse range of stakeholders and multiplying outreach and the impact of existing partnerships.

The focus areas of the Women at Work Initiative were also the main themes of the 2017 Gender Academy at the Turin Centre, where 112 women and 23 men from 69 member States were trained.

Support for the Initiative was provided by the Governments of Australia, Belgium (Flanders) and Sweden, as well as the Nordic Council of Ministers.

<sup>1</sup> ILO: *Women at Work: Trends 2016* (Geneva, 2016).

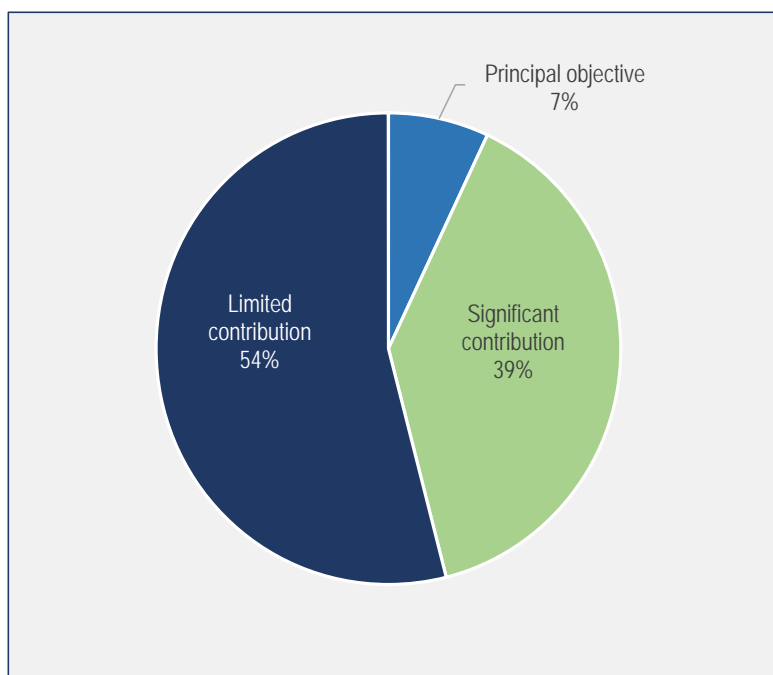
<sup>2</sup> ILO: *World Employment and Social Outlook: Trends for Women 2017* (Geneva, 2017).

<sup>3</sup> ILO: *Women in business and management: Gaining momentum in the Middle East and North Africa* (Geneva, 2016).

<sup>4</sup> ILO: *Women in business and management: Gaining momentum in Latin America and the Caribbean* (Geneva, 2017).

**135.** Of the total results achieved across all policy outcome areas, 7 per cent directly targeted gender equality and non-discrimination, while almost 40 per cent made a significant contribution towards its advancement (figure 4). These results most often reflected a focus on gender, rather than non-discrimination on other grounds. Particularly significant results were achieved in relation to employment promotion, the strengthening of workers’ and employers’ organizations, formalization of the informal economy and the protection of workers against unacceptable forms of work.

**Figure 4.** Gender equality and non-discrimination: Distribution of results by contribution marker



- 136.** Action under this driver also focused on knowledge development and services for constituents to empower disadvantaged groups and address discrimination at work. Through networking and tool development, the ILO Global Business and Disability Network enabled companies to share good practices on hiring and retaining persons with disabilities. Ten new global companies joined the Network and two new national business and disability networks were launched. The Network also hosted a global expert meeting on mental health at work, which was held in October 2016.
- 137.** Working papers, briefs and reports on laws and policies regarding indigenous and tribal peoples focused on issues such as consultation and participation, working conditions and climate change, as well as indigenous women and indigenous persons with disabilities. Country reports with analysis and recommendations regarding the rights at work of lesbian, gay, bisexual and transgender workers were also published.
- 138.** The following are examples of country results achieved through ILO support for gender equality and non-discrimination:
- four countries (Dominican Republic, Peru, Sao Tome and Principe, and Senegal) ratified the Maternity Protection Convention, 2000 (No. 183), and another two (Guinea and Jamaica) ratified the Domestic Workers Convention, 2011 (No. 189);
  - in Jordan, the National Committee on Pay Equity promoted fair remuneration systems and gender-sensitive policies in the private education sector. This resulted in the adoption of a collective agreement providing for greater rights for female teachers and better wages;
  - in Argentina and Mexico, social security systems were expanded to include domestic workers with multiple employers, and households were targeted with a view to formalizing employment relationships;
  - national skills policies in El Salvador, Ethiopia, Peru and Zambia led to increased recognition of the benefits of including people with disabilities in the formal workforce;
  - the working conditions of indigenous women in Bangladesh, the Plurinational State of Bolivia and Guatemala were improved through skills development, access to health services and legislative reform (box 6 above);
  - measures taken to promote gender equality and address the needs of groups vulnerable to decent work deficits when transitioning from the informal to the formal economy included:
    - in Zambia, the adjustment of lending practices to target women entrepreneurs;
    - in Senegal (box 15), the economic empowerment and improved working conditions of women tanners;
    - in Mongolia, targeted measures to promote formalization based on an evidence-based analysis of age and gender-specific working conditions in SMEs;
  - in partnership with UNAIDS, the International Organisation of Employers and the International Trade Union Confederation, ILO actions through the VCT@Work initiative contributed to increasing workers' knowledge of their HIV status and access to health services through the workplace. More than 1.1 million workers were tested in 18 countries during the biennium, and approximately 18,000 among those who tested positive were referred to care;

- in Cameroon, the minimum health-care package adopted by the Government integrated HIV and AIDS care and 40 per cent of benefits addressed the needs of the child and mother;
- in Kenya, increased access to HIV services through awareness-raising sessions, voluntary counselling and on-site testing for women and men working in the formal and informal economy, resulted in 11,483 male and 6,457 female workers verifying their HIV status and being referred to available social protection.

**Box 15**

**The improvement of working conditions as a basis for women's empowerment:  
Women tanners in Senegal**

In Senegal, the ILO supported constituents to develop small enterprise productivity as a basis for formalization and job creation, and to improve working conditions and social protection for workers in this sector. In cooperation with the workers' organization Union nationale des syndicats autonomes du Sénégal (National Union of Autonomous Trade Unions of Senegal), the ILO supported women tanners operating in the suburbs of Dakar – mostly in dangerous, unsafe and unhealthy environments – to establish a formal cooperative. This included capacity building and the provision of protective materials and equipment to improve working conditions. This intervention positively affected working conditions and individual revenues, which increased by 25 per cent. It also generated emerging female leaders in the sector, who are younger and more likely to participate in community-based dialogue processes on living and working conditions. More than 300 workers effectively transitioned from the informal to the formal economy following an awareness-raising campaign organized by the National Union of Autonomous Trade Unions of Senegal and based on the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204).

## 5. Research, statistics and capacity for decent work

### 5.1. Knowledge, with a focus on the future of work

**139.** In 2016–17, the ILO continued to invest heavily in developing and disseminating authoritative research to guide its policy advice, partnerships and capacity development work.

**140.** The Centenary Initiatives, in particular the Future of Work Initiative, shaped and drove the ILO's research agenda during the biennium (box 16). The ILO produced its flagship report *World Employment and Social Outlook*, focusing on poverty reduction (2016)<sup>44</sup> and on sustainable enterprises (2017),<sup>45</sup> as well as the *Global Wage Report 2016/17: Wage inequality in the workplace*<sup>46</sup> and the *World Social Protection Report 2017–19: Universal social protection to achieve the Sustainable Development Goals*.<sup>47</sup> The Office also developed new global estimates on child labour and forced labour, as well as a series of studies that examine key factors underlying the future of work, their impact on work and businesses and possible policy measures for shaping a better future. The ILO's outreach to

<sup>44</sup> ILO: *World Employment and Social Outlook 2016: Transforming jobs to end poverty* (Geneva, 2016).

<sup>45</sup> ILO: *World Employment and Social Outlook 2017 – Sustainable enterprises and jobs: Formal enterprises and decent work* (Geneva, 2017).

<sup>46</sup> ILO: *Global Wage Report 2016/17*, op. cit.

<sup>47</sup> ILO: *World Social Protection Report 2017–19: Universal social protection to achieve the Sustainable Development Goals* (Geneva, 2017).

the global research community was expanded, as evidenced by the 14 new public–private partnerships established with universities and research centres. A number of conferences and workshops, including the Fifth Conference of the Regulating for Decent Work Network: Future of Work, were organized to discuss the latest research findings on the future of work. The underlying data and thematic analyses of these research products have provided constituents and the general public with information on labour market conditions and outlook to support evidence-based policy recommendations and policy advice.

**Box 16**  
**Progress on the Future of Work Initiative**

A total of 121 member States participated in national and regional dialogues during the first phase of the Future of Work Initiative. The key outcomes were summarized in a synthesis report<sup>1</sup> on the main drivers of change affecting the world of work and the four topics defined in the Initiative: work and society; decent jobs for all; organization of work and production; and governance of work.

In parallel, a research agenda was prepared and a global meeting was held in April 2017 on the theme “The future of work we want”,<sup>2</sup> at which 700 participants, including leading academics and representatives of the ILO tripartite constituents, discussed the changes transforming the world of work and the possible policy responses.

In August 2017, the ILO established the Global Commission on the Future of Work, which is expected to undertake an in-depth examination of the rapidly transforming world of work. The ILO prepared two background reports for the first meeting of the Global Commission: an inception report<sup>3</sup> highlighting different aspects of the future of work and the abovementioned synthesis report. The Commission has 28 members, including the President of Mauritius and the Prime Minister of Sweden (Co-Chairpersons) and four ex officio members (the Director-General of the ILO and the Officers of the ILO Governing Body). The Commission held the first of four scheduled meetings in Geneva from 20 to 22 October 2017 and will submit an independent report to the International Labour Conference at its centenary session, in 2019.

<sup>1</sup> ILO: *Synthesis Report of the National Dialogues on the Future of Work* (Geneva, 2017).

<sup>2</sup> ILO: *The Future of Work We Want: A global dialogue* (Geneva, 2017); see also: <http://www.ilo.org/futurewewant>.

<sup>3</sup> ILO: *Inception Report for the Global Commission on the Future of Work* (Geneva, 2017).

**141.** In its ILO-wide research efforts, the Office focused on the overarching theme “What works” in connection with the Decent Work Agenda, on the basis of well-planned cooperation across technical departments at headquarters and between headquarters and regional offices. Research results strengthened ILO engagement in global policy forums such as the G20 and BRICS, in national dialogues and at joint conferences organized with external partners. ILO analytical work contributed to a better understanding of the trends shaping the world of work and the role of decent work in achieving the SDGs. Substantial evidence-based research on a range of policy areas included the following publications:

- *Investing in skills for inclusive trade*,<sup>48</sup> jointly prepared with the World Trade Organization (WTO);
- *The business case for social dialogue*,<sup>49</sup> jointly published with the OECD and Global Deal, a multi-stakeholder partnership for addressing challenges in the global labour market;

<sup>48</sup> ILO and WTO: *Investing in skills for inclusive trade* (Geneva, 2017).

<sup>49</sup> ILO, OECD and Global Deal: *The business case for social dialogue: Achieving decent work and inclusive growth*, Thematic Brief (2017).

- *Inequalities and the world of work: What role for industrial relations and social dialogue?*,<sup>50</sup> prepared in cooperation with the European Commission;
- *Europe's disappearing middle class? Evidence from the world of work*;<sup>51</sup>
- *Transformation of women at work in Asia: An unfinished development agenda*;<sup>52</sup>
- *Non-standard employment around the world: Understanding challenges, shaping prospects*,<sup>53</sup> which provides a ground-breaking, comprehensive analysis of the implications of this phenomenon for workers, firms, labour markets and societies.

**142.** Quality control mechanisms for research and publications were strengthened to improve the policy impacts of ILO research. The Research Review Group met on a regular basis to assure the quality, academic rigour and independence of the research undertaken by the Research Department. The Office took concrete steps to implement its publishing policy of 2015, notably through the Publishing Committee.

**143.** The use of new platforms and channels helped ensure that publications received important global media coverage and generated global interest, as evidenced by the number of downloads. *World Employment and Social Outlook* reports, for example, have been downloaded on average by close to 10,000 individual users, with a notable increase for reports published in 2016 and 2017. In addition, each report generated 30 to 50 individual references in the international media.

**144.** The Office introduced interactive tools and innovative ways of presenting the essential elements of key ILO reports to different audience groups, targeting in particular young people through social media platforms. Through its Global Facebook Page, the ILO can now selectively target more than 300,000 followers by language and region. Other collaborative partnerships include support to the Global Labour University on massive open online courses.

## **5.2. Labour statistics, with a focus on the SDGs**

**145.** The establishment of the Global Indicator Framework to monitor the 17 SDGs that make up the 2030 Agenda provided a significant boost to data collection at the country level. The ILO has the custodianship of 14 SDG indicators and the demand for its support in reporting on those indicators has increased as a result: 26 member States strengthened their labour market statistics with the support of the ILO during the biennium and this trend is likely to continue.

<sup>50</sup> See [http://www.ilo.org/travail/whatwedo/eventsandmeetings/WCMS\\_544236/lang--en/index.htm](http://www.ilo.org/travail/whatwedo/eventsandmeetings/WCMS_544236/lang--en/index.htm).

<sup>51</sup> D. Vaughan-Whitehead (ed.): *Europe's disappearing middle class? Evidence from the world of work* (Geneva, ILO, and Cheltenham, United Kingdom, Edward Elgar Publishing, 2016). See also ILO: *Europe's disappearing middle class? Evidence from the world of work*, Executive Summary (Geneva, 2017).

<sup>52</sup> S. Dasgupta and S. Singh Verick (eds): *Transformation of women at work in Asia: An unfinished development agenda* (Geneva, ILO, and Sage Publishing, 2016).

<sup>53</sup> ILO: *Non-standard employment around the world: Understanding challenges, shaping prospects* (Geneva, 2016).



146. In the area of measurement of the SDGs, the Office contributed to the UN Secretary-General's progress reports for 2016 and 2017 and the global database of the United Nations Statistics Division. The Labour Market Statistics and Analysis Academy, organized in collaboration with the Turin Centre in October and November 2017, focused on measuring decent work in the context of the SDG indicators. At the regional level, the ILO partnered with other agencies on numerous research, statistical and capacity-building products. In addition, the Office designed and implemented capacity-building programmes to equip staff and constituents to engage in SDG processes, including a dedicated academy and training guide for trade unions.
147. Specific activities targeted national statistical offices with a view to raising awareness of the revised International Classification of Status in Employment (ICSE-93), a new statistical standard to measure emerging forms of work that will be considered at the 20th International Conference of Labour Statisticians (ICLS), to be held in Geneva in 2018. Pilot studies on implementing the 19th ICLS resolution on statistics of work<sup>54</sup> were completed in ten member States, in partnership with Data2X of the United Nations Foundation and the Inter-American Development Bank. Numerous technical and statistical manuals were produced, in collaboration with other UN agencies.
148. The ILOSTAT database was consolidated to include new data sets on labour migration, wages, youth unemployment and social security, while access to data was improved through a new user-friendly interface.

### 5.3. *Capacity development through the Turin Centre*

149. In 2016–17, the Turin Centre hosted almost 24,000 students from 193 countries and territories in courses that covered the Organization's main policy areas and the broader international development agenda (figure 5). Government, employer and worker participants numbered more than 15,000 (figure 6). A series of measures to promote gender equality and diversity resulted in the share of women participants increasing to 45.2 per cent for face-to-face training and to 48.2 per cent for distance-learning activities. In addition to the standard courses offered primarily on the Turin campus, tailor-made training activities were delivered both on the campus and at the regional, subregional and country levels.

<sup>54</sup> ILO: *Resolution concerning statistics of work, employment and labour underutilization*, Resolution I, 19th International Conference of Labour Statisticians, Geneva, 2–11 Oct. 2013.

Figure 5. Participants in courses delivered by the Turin Centre in 2016–17: Distribution by region

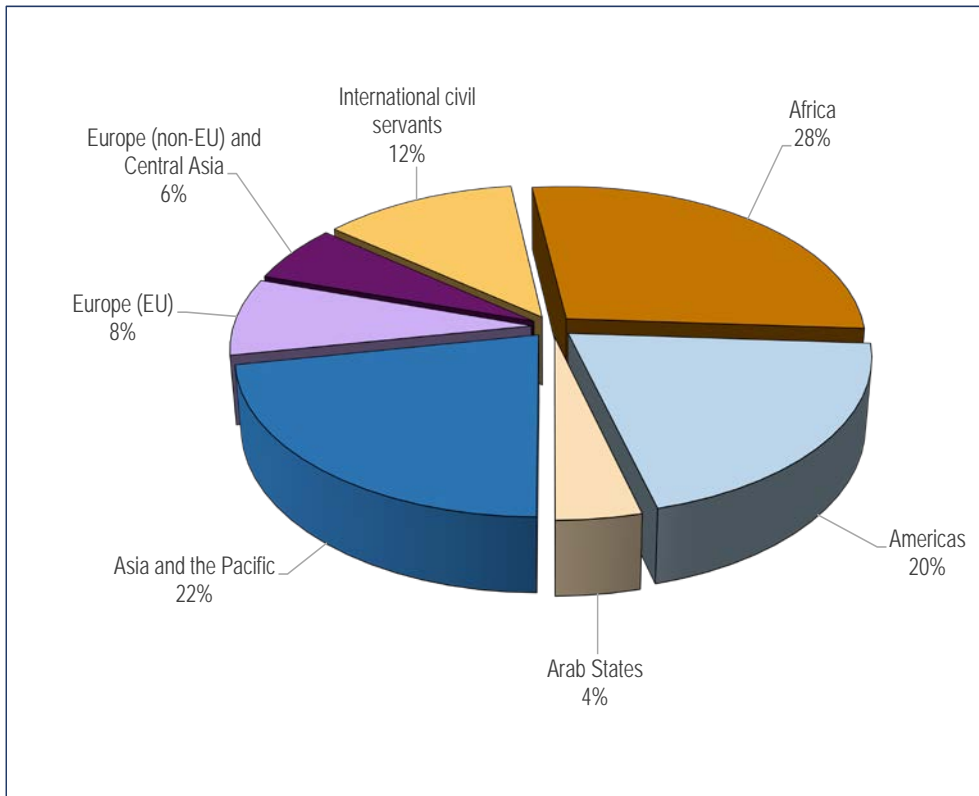
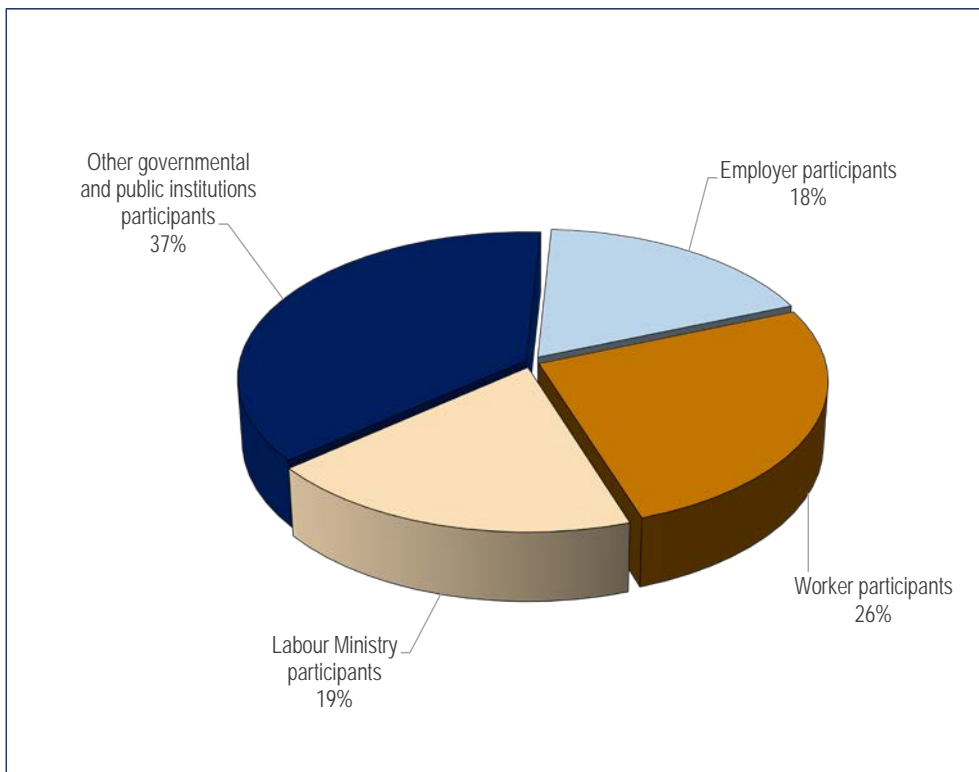


Figure 6. Participants from tripartite constituent organizations in courses delivered by the Turin Centre in 2016–17



- 150.** During the biennium, the training activities of the Turin Centre were further aligned with the strategic framework of the ILO. The overwhelming majority of all activities were thematically linked to the ten policy outcomes and three enabling outcomes of the programme for 2016–17. Also, two out of three training activities of the Turin Centre were designed and delivered in collaboration with ILO departments and field offices. The Turin Centre introduced several training courses to raise awareness about the link between the ILO Decent Work Agenda and the 2030 Agenda.
- 151.** The Turin Centre maintained a high level of satisfaction of participants with its training services in 2016–17, receiving an average score of 4.48 on a scale from 1 to 5 where 5 denotes service excellence. Approximately 84 per cent of the participants acquired new knowledge in training and 66 per cent went on to apply the newly acquired knowledge after training, as verified through annual external and independent evaluations.
- 152.** The Turin Centre significantly scaled up the use of its electronic campus for blended training and distance-learning activities. In the reporting period, the number of training activities combining face-to-face training and distance-learning modalities almost doubled and the number of participants enrolled in distance-learning courses increased significantly compared to the previous biennium, building on the launch of massive open online courses. The Turin Centre expanded its suite of institutional capacity-building support services, completing feasibility studies for the establishment of a labour inspectors training centre in Viet Nam and the realignment of the African Regional Labour Administration Centre in Zimbabwe. The Turin Centre established an innovation function under its Distance Education and Learning Technology Applications Programme (DELTA) and launched a dedicated funding modality to support in-house experimental learning and new product development.
- 153.** In October 2017, the Board of the Turin Centre approved its Strategic Plan for 2018–21,<sup>55</sup> which articulates the vision of a sustainable training institution that is effective in the pursuit of its development mandate to promote decent work and social justice through capacity-building support, while meeting its financial needs and complying with international standards of good governance. The vision is rooted in the idea of an evolutionary organization that continuously adapts to a complex world and is able to deliver its services efficiently in line with the demands of ILO constituents, the 2016 resolution on Advancing Social Justice through Decent Work and the challenges arising from the 2030 Agenda.

## **Part II. Accountability and value for money: An efficient and learning Organization**

- 154.** Improvements in the efficient functioning and proper governance of the ILO underpin the effective delivery of all ILO programmes to constituents. The reform in governance, management and support areas initiated in 2012 has continued in 2016–17, allowing for efficiency gains, improvement in service quality and the redeployment of resources from administrative and support functions to front-line technical and analytical services.

<sup>55</sup> ILO: *Strategic Plan of the ITCILO for 2018–21: Capacity development for the world of work*, Board of the Centre, 80th Session, Turin, 26–27 Oct. 2017, document CC 80/21.

## 6. Financial performance

**155.** In 2016–17, the ILO spent \$631.8 million under the strategic part of the regular budget, financed through the assessed contributions of member States; \$381.6 million from voluntary extra-budgetary contributions; and \$31.9 million from the RBSA.<sup>56</sup>

Table 1. ILO strategic expenditure by outcome, 2016–17 (\$) \*

	Regular budget	Extra-budgetary contributions**	RBSA
Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects	143 846 016	132 830 271	6 470 920
Outcome 2: Ratification and application of international labour standards	84 585 459	14 605 104	1 297 616
Outcome 3: Creating and extending social protection floors	53 950 066	12 729 556	5 830 949
Outcome 4: Promoting sustainable enterprises	62 335 241	53 540 028	2 380 554
Outcome 5: Decent work in the rural economy	34 309 171	10 041 810	3 081 901
Outcome 6: Formalization of the informal economy	28 443 628	3 217 887	3 456 823
Outcome 7: Promoting workplace compliance through labour inspection	65 606 866	62 784 116	2 196 088
Outcome 8: Protecting workers from unacceptable forms of work	34 726 645	61 081 915	1 998 520
Outcome 9: Promoting fair and effective labour migration policies	24 547 225	25 080 490	1 898 296
Outcome 10: Strong and representative employers' and workers' organizations	99 462 209	5 706 504	3 322 014
<b>Total</b>	<b>631 812 526</b>	<b>381 617 681</b>	<b>31 933 681</b>

\* Preliminary and unaudited data; strategic expenditure by outcome is inclusive of all other costs other than those related to policy-making organs and management services.

\*\* Excluding programme support costs.

**156.** Some trends can be derived from table 1. Regular budget expenditure is broadly in line with the budget established at the outset of the biennium in terms of overall spending (98.6 per cent), with variations across policy outcomes. The levels of regular budget expenditure, measured on the basis of resource usage attributed to each outcome, were lower than planned under some policy areas, notably formalization of the informal economy, unacceptable forms of work and labour migration. These were offset, however, by higher levels of expenditure in other closely related, and to some extent overlapping, areas, such as employment, international labour standards, sustainable enterprises and employers' and workers' organizations. The largest share of voluntary funding expenditure is concentrated in outcome 1, at 34.8 per cent, while the smallest share went to outcome 6, at 0.8 per cent of total expenditure. RBSA expenditure was more evenly distributed across policy outcomes: outcomes 1 and 3 received the largest share, at 20.3 per cent and 18.3 per cent, respectively, while outcome 2 received the smallest share, at 4.1 per cent.

<sup>56</sup> More information on the ILO's development cooperation strategy and resources is presented in section 8.

## 7. Strengthening governance through reform

**157.** Work during the biennium focused on ensuring the fullest engagement of the tripartite constituents in the decision-making and priority-setting of the Organization, through the Governance Initiative (box 17) and the effective monitoring of and oversight in the use of resources entrusted to the Office. The following paragraphs present the results of the areas of work included under enabling outcome B of the Programme and Budget for 2016–17. Appendix I, table 2, presents the main results achieved under this outcome, which are also available in the Decent Work Results Dashboard.

### Box 17 Progress in the Governance Initiative

The functioning of the Governing Body continued to demonstrate the benefits of its earlier reform, with a more focused, relevant, effective and efficient decision-making structure, underpinned by a participatory and transparent agenda-setting mechanism and increased Office support to tripartite constituents. The reform of the International Labour Conference required a longer period of design, implementation and evaluation, which has helped build consensus on the two-week format. By the end of 2017, progress had been made with respect to the modernization and simplification of the Standing Orders of the Conference, and the review of the functioning and role of Regional Meetings was well advanced.

In 2016, the International Labour Conference adopted a resolution on Advancing Social Justice through Decent Work, which constitutes a powerful tripartite endorsement of the 2008 Social Justice Declaration and the continued commitment to the Decent Work Agenda. As follow-up to the Conference resolution, the Governing Body adopted a three-stage approach:

- In November 2016, it approved a new five-year cycle for recurrent discussions with the following sequence of strategic objectives: social dialogue and tripartism in 2018; social protection (social security) in 2020; employment in 2021; social protection (labour protection) in 2022; and fundamental rights and principles at work in 2023.
- In March 2017, the Governing Body adopted a programme of work to give effect to the resolution, which provides the overarching framework for coordinating and informing ongoing activities and new actions to advance decent work in a coherent and complementary manner.
- In November 2017, the Governing Body adopted a framework for recurrent discussions, which provides guidance for their effective functioning so as to fully achieve their purpose under the 2008 Social Justice Declaration.

### Efficient support to the governance meetings

**158.** The implementation of an efficient and accessible paper-smart policy and practice is part of the Office commitment to cost-efficiency and the reduction of its carbon footprint. In 2016–17, all documents were published electronically, 65 per cent of Governing Body documents were published only electronically and 39.5 per cent of official correspondence was sent exclusively in electronic form. Documents and reports for the International Labour Conference and technical meetings have continued to be distributed in printed form, but in significantly reduced volume: 7.3 million pages were printed for the Conference in 2017, as compared to 12.5 million pages in 2015.

**159.** Progress in the timely publication of official documents was uneven across the two years of the biennium. On average, 70 per cent and 85 per cent of the documents were published on time in 2016 and 2017, respectively, as compared to 82 per cent in 2014 and 87 per cent in 2015. Delays were largely due to the 16 per cent increase in the total volume of words processed compared to the previous biennium, despite a target for 2016–17 for a reduction of 10 per cent. Progress in reducing the volume of words processed was challenged by the increase in the number, length and complexity of communications submitted under the standards supervisory system, General Surveys and documents for the Standards Review Mechanism.

**160.** The effective time management of ILO official meetings is improving, although further effort is required. Governing Body data gathered in 2016 and 2017 show some consistent patterns in the aggregate time lost through delays in the opening of sittings (about five hours each session). While there is currently no similar information collected for the International Labour Conference and Regional Meetings, it is generally recognized that the shortening of the Conference has contributed to stricter time management. More comprehensive data will be collected for future reporting.

#### Enhanced oversight and evaluations

**161.** The Chief Internal Auditor reports annually to the Governing Body on significant findings and investigations undertaken by the Office of Internal Audit and Oversight (IAO). The Office in turn reports annually to the Governing Body on follow-up actions taken to address recommendations made in the Chief Internal Auditor's report of the previous year. At the level of individual audit reports, the average time frame of Office responses has been reduced from 5.6 months in 2015 to 3.8 months in 2017. At the same time, the overall level of full implementation of these recommendations has increased, demonstrating a strong Office commitment to timely and effective responses to the IAO's quality assurance on internal control issues.

**162.** The ILO Enterprise Risk Management Framework was fully implemented in 2016. Risk registers were established across all locations and were reviewed to identify common risk themes. This informed the revised strategic risk register included in the Programme and Budget for 2018–19. In 2017, activities in risk management expanded to ensure greater focus on risks associated with policy outcomes, to provide a more consistent approach to risk management across the Office and to increase the range of tools and support mechanisms.

**163.** The biennium 2016–17 was a crucial period for the evaluation function as it saw the completion of the five-year evaluation strategy, an independent evaluation of the evaluation function (IEE) and the preparation of a new evaluation policy reflecting the findings of the IEE and a thorough consultation process. The annual evaluation report presented to the Governing Body in 2017 showed that all the goals and targets for the biennium were approached, met or exceeded. In 2016, close to 83 per cent of project evaluation recommendations were completely or partially addressed, representing a 10 per cent increase over 2013–15. Preliminary figures for 2017 suggest that this result will be exceeded. The launch of the *i-eval* Discovery Dashboard<sup>57</sup> in 2016 enhanced access to evaluation reports, lessons learned, good practices and recommendations. Evaluation capacity and practice among ILO staff and constituents was expanded and improved. In 2016, 124 constituents were trained. The findings of the IEE conclude that over the last five years, a robust, mature and independent evaluation function has been established within the confines of a relatively small budget. These findings are also consistent with those of the 2017 assessment by the Multilateral Organisation Performance Assessment Network (MOPAN) and other external reviews.

## **8. Improved organizational efficiency and management of resources**

**164.** The Office has made significant progress in improving:

- the efficiency and quality of administrative processes and support services;

<sup>57</sup> See: <http://www.ilo.org/ievaldiscovery/#a6y632k>.

- the use of resources;
- the effectiveness of management practices;
- the strengthening of programming frameworks and of the development cooperation programme;
- talent management;
- leadership development.

**165.** The following paragraphs present the results of the areas of work included under enabling outcomes B and C of the Programme and Budget for 2016–17. Appendix I, table 2, presents the main results achieved under these outcomes, which are also available in the Decent Work Results Dashboard.<sup>58</sup>

### Strengthened programming framework

- 166.** In 2016–17, significant efforts were deployed towards deepening the Office’s results-based management (RBM) practices in planning, implementation, reporting and evaluation. This is consistent with the findings of the reports of the Joint Inspection Unit of the UN system on RBM. The preparation of the Programme and Budget for 2018–19 provided an opportunity for the refinement of the ILO results framework, with a focus on performance indicators and related success criteria. The identification of clear links between the ILO policy outcomes and the relevant SDG targets and indicators has helped bring the ILO’s contribution towards the achievement of the broader Goals of the 2030 Agenda to the fore. This will also assist member States in measuring and monitoring their and ILO progress towards these targets.
- 167.** In the follow-up to a number of external reviews of ILO performance and effectiveness, including the 2016 assessment by MOPAN, in November 2017 the Office set up a cross-Office task force to revise and propose improvements to existing RBM approaches, practices and instruments. An RBM roadmap 2018–21 will guide the work of the Office in this area through to the end of 2019. A particular focus will be placed on harmonizing guidance and tools for strategic planning, budgeting, monitoring and reporting in the regions and at headquarters, across all funding sources, and on further improving the ILO results framework, including at the strategic objectives level. To enhance transparency in relation to extra-budgetary resources, the Office has launched the Development Cooperation Dashboard, reported to the Development Assistance Committee of the OECD (OECD/DAC) and initiated the process for publishing data in the International Aid Transparency Initiative.
- 168.** The implementation of the Business Process Review (BPR) triggered considerable improvements in the area of programming. The introduction of more efficient modalities for outcome-based work planning has resulted in more substantive discussions between headquarters units and the regions on strategic issues, including on the contribution of ILO programmes to national sustainable development strategies and on the scope, content and optimal use of global outputs to be delivered by the Office during the biennium. Tight monitoring of financial delivery at regular intervals in the biennium and rigorous reallocation procedures made it possible to redeploy underutilized resources to priority activities in a timely and efficient manner.

<sup>58</sup> <http://www.ilo.org/IRDashboard>.

**169.** The Office has continued to be actively engaged in UN system-wide processes such as the global indicator framework for SDG monitoring and the preparation of revised UNDAF guidance. This engagement has contributed to updating ILO guidance for DWCP preparation and implementation, which was issued in mid-2016 and used to develop 18 new programmes between September 2016 and December 2017; six new DWCPs (Albania, Cambodia, China, Lao People’s Democratic Republic, Tunisia and Uzbekistan) were approved during that period. While there is still room for improvement, the DWCPs developed in the biennium show progress in terms of: (1) greater emphasis on ensuring the contribution of decent work priorities to national sustainable development strategies and plans; (2) better integrated pursuit of the four strategic objectives of the ILO; (3) systematic involvement of the tripartite constituents in all phases of the DWCP; (4) the inclusion of the three cross-cutting policy drivers as enabling factors towards the realization of social justice and decent work at the country level; and (5) an integrated resource framework built around all funding sources available to the ILO and, where feasible, leveraging other existing sources of private, public, domestic and international funding. Action is under way to further improve the formulation of DWCPs, which in turn will help strengthen the development of sound and evidence-based programme strategies, with a view to making a positive impact on people’s lives and achieving the SDGs.

#### More efficient and effective development cooperation and partnerships

**170.** ILO development cooperation is an essential part of ILO action to provide constituents with relevant and timely services, including with regard to normative work, capacity development, research, advocacy and technical assistance, with a view to delivering decent work results. DWCPs continued to provide the framework for ILO development cooperation at the country level, which in turn also supported ILO contributions to national sustainable development processes and UN system-wide initiatives, as well as for the inclusion of decent work in new national development plans or UNDAFs developed in 13 member States during the biennium. At the global level, the ten policy outcomes of the ILO results framework drove development cooperation efforts, with a special focus on the five flagship programmes and other key programmes that bring together global advocacy and partnerships with country action.

**171.** Sustained efforts were pursued to increase the levels of voluntary contributions in support of the ten policy outcomes and country priorities. New approvals of voluntary funding in 2016–17 reached a record level of over \$603 million, with the top 20 donors accounting for 97.3 per cent (table 2). While OECD/DAC members continued to provide the largest share of voluntary funding, emerging partners increased their support, with significant new funding approved by Qatar and the Russian Federation. All projects active in the biennium are clearly linked to the attainment of the SDGs, in particular Goal 8 on decent work and economic growth, Goal 5 on gender equality, Goal 1 on no poverty and Goal 10 on reduced inequality. Details on these projects per country of implementation, ILO outcome and development partner can be found in the Development Cooperation Dashboard.<sup>59</sup>

Table 2. Top 20 contributors to the ILO’s extra-budgetary funding in 2016–17 (\$ thousands)

Contributor	Amount	Contributor	Amount
European Commission	149 425	Netherlands	13 441
United States	80 621	United Kingdom	12 841
Domestic development funding	58 409	Russian Federation	12 000

<sup>59</sup> <http://www.ilo.org/dashboard>.



Contributor	Amount	Contributor	Amount
UN system	47 942	Sweden	9 710
Germany	47 933	Canada	8 176
Private–public partnerships	28 589	Denmark	8 104
Norway	27 409	Japan	7 680
Switzerland	23 268	Luxembourg	5 739
Australia	21 967	Italy	4 113
International financial institutions (development banks)	16 158	Ireland	3 803
<b>Total</b>			<b>587 328</b>

**172.** Un-earmarked voluntary funding received from the eight contributors to the RBSA in 2016–17 totalled \$29.298 million (table 3). The continued support of the RBSA partners has provided the ILO with the flexibility to allocate this funding to the priorities of the Organization in an agile and timely manner as a complement to other resources. It has also enabled the Office to leverage its influence within UN programming frameworks in countries, to steer work on SDGs and to respond to urgent needs. The RBSA targeted in particular lower middle-income and low-income countries. The last RBSA allocation in 2017 focused on countries in post-conflict or fragile situations (Central African Republic, Colombia, Comoros, Myanmar, Sierra Leone, Somalia, Sri Lanka, Syrian Arab Republic and Ukraine).

Table 3. Donors to the RBSA in 2016–17 (\$ thousands)

Donor country	Amount
Belgium	8 156
Netherlands	5 464
Sweden	4 215
Norway	3 307
Denmark	2 928
Germany	2 641
Luxembourg	2 140
Italy	447
<b>Total</b>	<b>29 298</b>

**173.** With regard to UN system-wide coherence, ILO engagement at the country level has been strong as the Organization is a member of United Nations Country Teams (UNCTs) in 111 countries (85 per cent of all UN member countries with UNCTs) and a signatory of 110 UNDAFs. Moreover, in 2016 the ILO was a member of 347 UNCT inter-agency groups, as compared to 275 in 2015, and chaired or co-chaired 27 groups, reflecting an increase in ILO engagement and leadership in UNCT and UNDAF processes. This collaboration at the country level has also better positioned the Office to participate in pooled UN funding arrangements.

**174.** To strengthen its support to constituents in this area, in the course of 2017 the Office launched the first version of the Decent Work for Sustainable Development (DW4SD) Resource Platform,<sup>60</sup> including background information on the linkages between ILO

<sup>60</sup> See: <http://www.ilo.org/global/topics/dw4sd/lang--en/index.htm>.

policy outcomes and SDG targets, international labour standards, indicators, tools and services in relation to 24 thematic areas of the Decent Work Agenda. The platform is intended to support constituents, ILO staff, UNCT members, development partners and other stakeholders in their efforts to adequately situate decent work in national processes aimed at translating the 2030 Agenda into national plans, programmes and budgets.

- 175.** Global partnerships with UN agencies as a means of leveraging influence and advancing the Decent Work Agenda increased. The High-Level Commission on Health Employment and Economic Growth, co-chaired by the Presidents of France and South Africa and the executive heads of the ILO, the OECD and the WHO, adopted ten recommendations and five immediate actions in September 2016 towards ensuring decent job creation in the health sector to deliver universal coverage. This was the basis for the establishment of the 2017–21 ILO–WHO–OECD Working for Health Programme. The ILO also hosted the 2016 World Water Day, when UN-Water’s *World Water Development Report 2016*,<sup>61</sup> focusing on water and jobs, was launched.
- 176.** The ILO was particularly active in the development of multi-stakeholder issue-based alliances, especially the Global Initiative on Decent Jobs for Youth; Alliance 8.7 on forced labour, modern slavery, human trafficking and child labour; the Global Partnership for Universal Social Protection (USP2030) and the Equal Pay International Coalition, as well as in high-level political forums such as the G20 and BRICS. Collaboration with other multilateral organizations, including international financial institutions and other UN agencies, was expanded in the biennium to target areas of common concern, such as social protection floors, the refugee crisis and labour migration. In this regard, the ILO and the UNHCR signed a Memorandum of Understanding in July 2016, and an accompanying plan of action was developed in March 2017 to frame collaboration, joint field work and the ILO’s input to the UNHCR consultations on the global compact on refugees. The ILO actively contributed to the UN process leading to the global compact for safe, orderly and regular migration, scheduled to be adopted in late 2018.<sup>62</sup> The ILO also increased its engagement with the private sector in the context of the Enterprises Initiative (box 18).

#### Box 18

##### Progress in the Enterprises Initiative: ILO engagement with the private sector

The objective of the Enterprises Initiative is to realize fully the potential for ILO engagement with the private sector so as to contribute to the Organization’s vision and goals. The Initiative focuses on enterprise and supply chain policies and practices, international initiatives on enterprise behaviour, and knowledge building and outreach, in line with relevant international labour standards. The ILO continues its existing collaboration with the UN Working Group on Business and Human Rights, which issued a statement welcoming the revised ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration). For the UN expert group, “the MNE Declaration adopted by the ILO Governing Body in March 2017 provides a key international reference for collective efforts to ensure that labour rights are protected and respected in the operations of transnational business. The revision represents a significant contribution towards greater normative coherence in this area by integrating the UN Guiding Principles on Business and Human Rights and taking account of the 2030 Agenda for Sustainable Development.”<sup>1</sup>

The Governing Body reviewed the Initiative at its session in March 2017, and requested the Director-General to continue to implement the recommendations for improving ILO engagement with the private sector, taking into account its guidance.

<sup>61</sup> UN-Water: *The United Nations World Water Development Report 2016: Water and Jobs* (Paris, UNESCO, 2016).

<sup>62</sup> United Nations: *Modalities for the intergovernmental negotiations of the global compact for safe, orderly and regular migration*, resolution adopted by the General Assembly on 6 April 2017, [A/RES/71/280](#).

The Initiative has yielded results in different fields, in the regions and globally, including the launch of the UN Inter-Agency Task Force on Social and Solidarity Economy Knowledge Hub, the growth of the ILO Global Business and Disability Network and its Global Business Network for Social Protection Floors. Engagement with enterprises has increased in respect of the Child Labour Platform under the UN Global Compact Labour Working Group. Other achievements include the scaling up of the training under the Sustaining Competitive and Responsible Enterprises programme (SCORE) in several countries of the world, including China, and the reinforced joint work with the OECD on corporate social responsibility in six countries in the Asia and the Pacific region. The Governing Body adopted a programme of action on decent work in global supply chains in November 2016 and the accompanying roadmap in March 2017.

<sup>1</sup> See UNHCR: *UN expert group welcomes revised ILO declaration on multi-national enterprises – Another step toward greater convergence on business and human rights*, Information Note.

- 177.** Further progress was also made in reinforcing partnerships with regional or multilateral development banks. An example is the Fiduciary Principles Agreement, signed with the African Development Bank in 2017, which provides the legal framework for the ILO to act as the implementing agency of projects executed by governments and financed or administered by the Bank. Similarly, in 2016 the ILO and the World Bank adopted a new legal framework agreement that facilitates the provision of ILO expertise to governments implementing projects with World Bank funding. These two examples are testimony to emerging opportunities to further expand ILO engagement in support of governments, leveraging funding and partnerships with regional and international financial institutions.
- 178.** Public–private partnerships continue to develop, both in terms of number of partnerships and in terms of funding from private-sector entities. Over 50 partnerships were active with universities and research and knowledge centres at the end of 2017. With some enterprises the ILO is engaging in follow-up phases involving significant funding; with others, it is developing work in new areas. Innovative financing opportunities are increasingly being explored, including the launch of a pilot scheme for crowdfunding in support of ILO work on the social protection floor. South–South and triangular cooperation (SSTC) has continued to be an important complementary modality for development cooperation. During the biennium, three additional member States (Jordan, Kyrgyzstan and Mongolia) and three additional organizations (Citi-Habitat, Caritas and the UN Institute for Training and Research) integrated SSTC into their strategies for programme implementation with ILO support.
- 179.** As part of the implementation of the BPR, the Office adjusted workflows around the design, appraisal, approval and reporting of development cooperation projects, supported by new information technology functionalities. This has reduced the administrative workload associated with these processes and has provided better oversight of, and consistency across, them.

#### Better value for money in support services

- 180.** The primary means to achieve better value for money in support services (and other operations) has been the BPR. The savings achieved are reinvested to improve service levels and responsiveness, including through investments in information technology, or redeployed to technical, policy or delivery functions.
- 181.** To date, BPRs have been completed in seven organizational units at headquarters, with an eighth review currently under way. These reviews have identified average time savings, agreed upon with unit managers, of some 19 per cent. At this time, and pending further benefits of the ongoing BPR, the Director-General’s reform initiatives have realized some \$58 million of savings, enabling the redeployment of 66 positions. During 2016–17, the opportunity for redeployment of 23.5 positions was realized through retirements, agreed terminations and other departures from the Office. Of these, 15.5 positions were redeployed

in 2016–17 or in the context of the Programme and Budget for 2018–19, and eight positions have been reinvested to strengthen administrative capacities and the associated service levels. The impact of these redeployments is being felt in field offices in particular. Twenty-seven technical positions have been, or are in the process of being, redeployed to the field, filling gaps in technical specialist areas in each region. This enables greater levels of support and advice to be provided directly to constituents and other ILO field staff, and delivers the inherent efficiency of having technical specialists “on the ground” rather than being dependent on head office missions. Based on the BPR work completed in 2016–17 and the planned reviews in the next biennium, it is expected that additional significant savings will be realized in the period 2018–21.

- 182.** Better value for money in support services was achieved through many different types of interventions. These included improving processes through simplification and automation, as well as reducing processing errors and the associated rework. An important component of the work has been to identify best practices, which are documented and shared as standard operating procedures. Finally, changes have been made to organizational structures within departments and also across portfolios at headquarters, and to the distribution of work between operating units. These structural changes have been complemented by the clarification of roles and responsibilities.
- 183.** The BPR also includes the implementation of a suite of new management practices and tools that create a formal mechanism for continuous improvement. These practices improved staff engagement and communications within and between operational teams, promoting teamwork, accountability and problem-solving, and facilitating on-the-job training.
- 184.** The BPR is transforming the way the ILO works and is an essential ingredient in the Office’s capacity to respond to significantly increasing demands for its services in the context of two decades of zero real growth in the regular budget. As a result of the BPR, services are being provided in a more efficient manner and to a higher standard. New career opportunities are opening up for staff and resources are being freed up for reallocation to high and new priority areas, focusing on increasing direct services to constituents. The Office has received positive assessments of its reform programme from the audit reports of the Joint Inspection Unit of the UN system and from development partner assessments. Increasingly, other UN agencies are looking at the ILO’s approach, and in particular the parallel approach to business process improvements and organizational health and workplace culture. Most head office administrative areas have been reviewed during this biennium, and the reviews will now be extended to field operations and relevant policy areas. The Office will also consider how best to integrate the BPR with its engagement on broader UN operational reforms.
- 185.** Following the global rollout of the HR and Payroll modules in 2014–15, a four-year implementation plan and business case for the accelerated rollout of the remaining Integrated Resource Information System (IRIS) functions was approved by the Information Technology Governance Committee at the end of 2015. The accelerated rollout is scheduled over a period of four years (2016–19) and has progressed on target during the biennium.
- 186.** In 2016–17, full IRIS functionality was re-implemented in the Regional Office for Africa following the move of the Regional Office from Addis Ababa to Abidjan. IRIS financial and programmatic functions were implemented in all external offices in Europe and Latin America and the Caribbean, in the ILO Offices in New York, Tokyo and Washington, DC, and in five project locations. The Financial Integrated System for External Offices was fully decommissioned in 19 offices.
- 187.** A global model was established, aligning new IRIS working methods with roles and responsibilities for each business process and with the distribution of activities among field offices and relevant headquarters units.

- 188.** Three ILO regions are now operating fully on IRIS, taking advantage of one global system, common business processes, aligned data structures, information provided in real time, better planning and controls, and the ability to make full use of results-based planning, budgeting, monitoring and reporting.
- 189.** Despite its benefits and successful and timely implementation to date, the IRIS rollout continues to be highly ambitious and demanding for all involved. The increase of the IRIS user base and functionalities is steady, resulting in greater pressure and requiring considerable round-the-clock training and support. Regional Offices are assisting in post go-live support and take on some of the more complex functions. To enable them to successfully deliver, the IRIS rollout team has provided advanced training workshops for regional super-users, which will continue. This effort is part of the long-term strategy to sustain, develop, upgrade and refresh the skills and capacities of key staff at the regional level.

#### Enhanced talent management and leadership development

- 190.** During the 2016–17 biennium, efforts were made to improve performance management, strengthen managerial capacities and enhance the functional and geographical mobility of staff. These efforts have been reinforced through the BPR and Organizational Health initiatives.
- 191.** Table 4 shows the staffing situation as at 31 December 2017. The total number of ILO staff is 2,952, an increase of 1.6 per cent as compared with 31 December 2015, with 1,693 (57.4 per cent) of those staff funded from the regular budget and 1, 259 (42.6 per cent) from extra-budgetary resources. Of the staff members financed from the regular budget, 45.6 per cent are based in the regions and 57.4 per cent of the posts in the regions are financed from extra-budgetary resources.

Table 4. Number of ILO staff as at 31 December 2017, by location and funding source

	Regular budget	Extra-budgetary	Total
Headquarters	920	218	1 138
Regions	773	1 041	1 814
Africa	224	261	485
Americas	185	99	284
Arab States	41	57	98
Asia and the Pacific	253	539	792
Europe and Central Asia	70	85	155
<b>Total</b>	<b>1 693</b>	<b>1 259</b>	<b>2 952</b>

- 192.** One of the objectives of the revised recruitment and selection procedure put in place in 2015 was to increase the diversity of newly appointed officials. The ILO has therefore expanded its outreach efforts in order to attract more candidates from around the globe. Positions were not only posted on the ILO e-recruitment portal but also advertised in various international media (such as *The Economist*, *Jeune Afrique*), national press of targeted non-represented and under-represented countries, websites of women’s associations, and UN and technical recruitment websites. Vacancy announcements were circulated to ILO managers and shared with all missions in Geneva as well as with workers’ and employers’ organizations. The ILO also promoted its vacancies on targeted job-search websites and participated in a series of career fairs to reach out to targeted mid-career professionals and new graduates.

- 193.** A total of 26,497 applications were received for the three recruitment rounds of 2016 and the five recruitment rounds of 2017, including 5,522 applications – 20.8 per cent – of candidates from less than adequately represented countries. As a result, in 2016–17, 21.1 per cent (27 out of 128) newly recruited non-linguistic staff subject to geographical distribution came from less than adequately represented countries.
- 194.** In the context of the newly adopted Human Resources Strategy for 2018–21, the Office intends to further strengthen these efforts to reach a more balanced national and regional geographical representation, starting with the launch in early 2018 of a new e-recruitment portal that will allow for wider dissemination of ILO vacancies to job boards and the possibility for candidates to generate job alerts for vacancies that would meet their interest and profile.
- 195.** In 2016–17, the ILO spent just over \$6.5 million on centrally directed staff development activities for both regular budget and extra-budgetary staff (table 5). The total of approximately 9,440 participants represents 2,531 individuals, as many staff members were involved in multiple events (an average of 7.7 days per person). In the regions, governance (including the internal governance e-learning programme) and language learning each accounted for 24 per cent of the total number of training days and 16 per cent were dedicated to the accelerated rollout of IRIS; at headquarters, language courses accounted for 63 per cent of the total. This biennium shows an increased focus on supporting the leadership pipeline for women. Capacity building for gender equality and gender mainstreaming will become increasingly important in 2018–19.

Table 5. Staff development at the ILO: Centrally directed activities (\$)

Category	Amount	Number of days of training	Number of participants	
			G staff	P staff and above (incl. National Officers)
Leadership	1 670 217	1 048	3	343
IRIS	1 400 000	1 550	1 036	563
Induction/Personal effectiveness	1 080 492	2 449	1 714	1 942
Languages	765 722	8 410	412	809
Effective and efficient governance	648 091	2 908	575	1 142
Global technical initiatives	301 874	957	15	221
Communication	203 555	1 131	84	154
ILO People	174 546	24	32	16
Gender capacity building	173 833	133	2	45
Teamwork and collaboration	88 085	757	69	263
<b>Total</b>	<b>6 506 415</b>	<b>19 367</b>	<b>3 942</b>	<b>5 498</b>

- 196.** A further \$5 million in staff development funds were devolved to departments and field offices and overseen by a worldwide network of learning coordinators, aided by improved tools introduced by the Human Resources Department for management and reporting of funds. In line with the priorities for the biennium, about 40 per cent of the devolved funds was used for technical upgrading, in other words learning activities related to enhancing the expertise of ILO staff in their respective fields of work. Efforts also focused on teamwork and collaboration activities (for example retreats), which accounted for 51 per cent of the participants in learning activities and rose to 30 per cent of the devolved funds (compared to 18 per cent in 2014–15). Multilingualism was also a high priority, with 8.5 per cent of

devolved funds being spent on face-to-face languages courses – supported further by distance language courses provided by the Human Resources Department to 279 ILO officials in 2016–17, funded by central funds. Beyond language learning, focus has also been placed on enhancing communication skills, with 4 per cent of the devolved funds being dedicated to this area, with the aim of improving the delivery of services to constituents. Gender parity in staff development activities was achieved, while locally-recruited staff members represented the majority (59 per cent) of participants in learning activities organized with devolved funds, reflecting their share in the ILO global workforce.

**197.** Following the Organizational Health Survey conducted in October 2015, the Office prioritized four areas for improvement:

- accountability, role clarity and performance management;
- rewards and consequence management;
- balanced leadership;
- clear processes and systems.

**198.** Actions were taken to address 14 prioritized practices within these areas and, according to a follow-up survey of staff perception, there was an average improvement of 7 percentage points from the baseline in 2015. Six of the 14 prioritized practices are now in the top or second quartile compared to the applicable public sector benchmark.

**199.** Measures have been put in place during the last two biennia to increase staff mobility. While the number of staff who changed duty station for one year or more in 2012–13 was relatively low (74), it increased to 200 during the period 2014–17, of which 101 were transferred in 2016–17.

**200.** A range of measures have been put in place to improve the Performance Management Framework. This has led to a significant improvement in quality, timeliness and compliance, with completion of performance appraisals increasing from 40 per cent in December 2015 to 91 per cent in December 2017.

**201.** A total of 245 ILO managers engaged in one or more learning activities within the ILO's four-tiered Leadership Development Framework. Overall compliance with the Internal Governance Programme's e-learning programme has improved and now stands at 81 per cent.

#### More efficient facilities management

**202.** Security has become one of the most pressing issues for many international organizations and is an essential requirement for global operations. Political and environmental complexity make security a more and more challenging activity. The first priority for the Office in this area has been to ensure that all ILO country offices and activities financed under the regular budget are fully compliant with Minimum Operating Security Standards (MOSS); this objective has been achieved. In order to develop a surge capacity in field locations in emergency situations, regular training and technical guidance have been provided to local security officers. ILO security officers in the field have also strengthened their collaboration with the UN security staff based in those duty stations.

**203.** For headquarters security, the priority has been to provide ILO staff and constituents with a higher level of protection, thus addressing the conclusions of the threat assessments conducted jointly with the local authorities. Headquarters security has been strengthened by implementing new access control rules, improving internal capacity for prevention and

response in case of emergencies, and training security personnel to ensure compliance with UN and local standards.

- 204.** The first stage of the headquarters building renovation project was successfully completed in April 2017, when some 600 staff moved into the newly refurbished southern third of the main building, which is now MOSS compliant, including new evacuation procedures and related security equipment. The use of increased insulation, triple glazing, LED lighting and lower temperature heating has made the renovated offices more energy efficient and has provided a more engaging workplace. The renovated areas have met with a very favourable response from staff and constituents. The second stage of the renovation, started in 2017, is being implemented through a Lean Management methodology. The project remains on schedule and on budget, as confirmed by the latest of the two positive independent external audits carried out during the 2016–17 biennium.
- 205.** Effective waste management procedures were successfully implemented in five pilot offices. A review of current waste management practices at each location provided a baseline for the development of individual plans of action. These explored the implementation of new procedures to reduce, reuse and recycle additional types of waste. The exercise contributed to the creation of a methodology and to capacity-building materials that will be replicated in other field locations. The data collected was also used to report on the Office-wide waste inventory, in collaboration with the UN Environment Programme.

## 9. Lessons learned, challenges and future prospects

- 206.** The Office attaches great importance to learning from what has worked well and what has not in delivering the ILO programme. In this process it draws on a range of mandated internal and external evaluations as well as its own analysis of performance and experience. Some overarching lessons drawn from the implementation of the ILO programme in 2016–17 and with regard to future challenges are highlighted below.

*“The ILO deserves credit for the openness of its review process, and for its commitment to address the challenges exposed by various reviews.”*

Multilateral Organisation  
Performance Assessment Network:  
*MOPAN 2015–16 Assessments:  
International Labour Organization,  
Institutional Assessment Report,  
Executive Summary, p. vi.*

Coherent policies and action for achieving desired results in countries

- 207.** Greater policy coherence at different levels would provide more propitious conditions for the achievement of the Decent Work Agenda. That requires in the first instance continuous efforts to place decent work considerations at the centre of national and international policy-making in all relevant areas. Sustained ILO engagement in upstream policy and research initiatives with other organizations of the multilateral system and intergovernmental forums, such as G20 and BRICS, has confirmed the ILO’s reputation as a valued source of information and analysis. It has helped

*“Global work gained importance within the overall scope of social protection work in the period under review. Evidence-based global advocacy work and awareness raising, combined with the creation of new spaces for global governance and exchange, have proven to be an effective way to leverage the ILO’s limited resources to give the organization more visibility and shape global debates.*

*Moreover, it provides the ILO with the opportunity to influence the agenda of larger agencies (such as the World Bank, regional banks and the International Monetary Fund) and to advocate for the integration of social protection floors in the SDGs.”*

*ILO: Independent evaluation of the ILO’s strategy and actions for creating and extending social protection floors, 2012–17 (Geneva, 2017), p. 67.*



keep employment, social protection, rights at work and equality at the centre of the global policy agenda, including in relation to the future of work and the attainment of the SDGs. This has required a focus on key issues, coordination and leadership, and now needs to be taken forward through advocacy and outreach to help ensure that global commitments translate into policy implementation and funding decisions, nationally and internationally.

**208.** Experience has demonstrated that global partnerships built around SDG targets have great potential to foster more integrated policy responses and coordinated action by a wide spectrum of partners, while increasing the impact and visibility of ILO interventions. To achieve these results, the Office's engagement has to be backed by adequate technical and financial resources even though returns on such investments may take time to materialize. Given resource constraints, the prioritization of engagement in such partnerships will continue to be essential. Substantial additional efforts will need to be made to support constituents to engage in the delivery of the 2030 Agenda. With the full involvement of the Turin Centre, the Office will need to continue to enhance both staff and constituents' knowledge and understanding of the 2030 Agenda.

**209.** At the country level, the interrelated nature of the SDGs requires integrated responses. ILO action has been more effective and impactful when it has combined systemic and multidisciplinary approaches spanning several technical areas, with a whole-of-government and multi-stakeholder approach. For example, the assessment-based national dialogues on social protection floors showed how one specific decent work objective can be both the entry point for the integrated pursuit of all four strategic objectives and the lever for productive engagement with a wide range of national and international partners. This approach could be applied more broadly.

*“There may be a need, therefore, for the ILO to alert its offices and its constituents to the need to ensure inputs from other Ministries are properly sought. In addition to the Ministry of Education, there are others that will also have an interest in skills – including, for example, Ministries responsible for Economic Development, Trade, Business, Infrastructure, as well as sector-specific Ministries.”*

*ILO: [Independent evaluation of the ILO's strategy and actions for skills development for jobs and growth, 2010–15](#) (Geneva, 2016), p. 61.*

#### ILO research, analytical and statistical work – the foundation for credibility and relevance

**210.** The ILO made particular efforts in 2016–17 to improve the relevance and quality of ILO research to reinforce its global authority on labour and social issues. This approach will need to be sustained in the years to come.

**211.** Experience during the biennium underscores the need to be proactive in seeking and seizing opportunities for forward-looking, evidence-based analytical work on emerging issues of importance both to global policy debates and constituents in member States. Such research has gained momentum, including through the Future of Work Initiative. The quality control mechanisms for research and publications will continue to play a critical role in maintaining the highest standards in the ILO's research programme. While the ILO continues to develop an important stock of knowledge, systematizing this through the implementation of its Knowledge Strategy remains a challenge for the forthcoming biennium. Nevertheless, the ILO has also shown that it has an important role as a convener of relevant knowledge from diverse sources, including from its constituents. Partnerships with the global research community and with other UN and multilateral organizations will need to be developed further.

**212.** The high number of indicators adopted by the UN General Assembly to monitor decent work in the SDGs is testimony to the ILO's leadership in this area and its capacity to build consensus thereon within the international system.

**213.** Three issues will require continued attention in the future:

- improvement of the coordination of statistical activities across the Office. This is essential to enhance critical mass, achieve economies of scale and avoid duplication in services offered to constituents;
- sustained commitment from constituents to position the ILO and to leverage partnerships in support of national reporting exercises on the SDGs. In 2016–17, delays in reaching agreement on how rights at work should be measured negatively affected the ILO's role in the SDG indicator process;
- improvement of the quality of statistics produced in many member States to monitor decent work. Enhancing decent work statistics worldwide needs to remain a priority for the ILO, which will have to make continued investments to strengthen the Office's statistical capacity.

#### Strengthening the normative function through technical cooperation

**214.** Experience in the biennium confirms the importance of clarity of purpose and tenacity on standards-related issues, even in difficult contexts and in the face of criticisms of the ILO's approach. Progress achieved with regard to long-standing cases of non-compliance with fundamental Conventions in difficult conditions bears this out. It has also shown the importance of systematically connecting the ILO's core normative function with its advisory services and operations in countries, thereby creating a virtuous cycle between the work of the supervisory bodies, the Office's technical assistance and follow-up by national constituents. Nevertheless, it has not been uncommon to find a disconnect between priorities identified by constituents in the context of DWCPs and follow-up requested by the supervisory bodies. To address this issue, the Office has set up a process of early consultations on ILO support in countries which have been the object of comments by the supervisory system.

*“On examination, it was found that not all global outcome strategies are oriented to the needs expressed by constituents globally or to the gaps identified through supervisory mechanisms. However, alignment with these mechanisms does occur, although it is neither automatic nor comprehensive.”*

*ILO: [Independent evaluation of the ILO's strategies on Fundamental Principles and Rights at Work: Revised edition 2015](#) (Geneva, 2015), p. xi.*

**215.** Experience also confirms the need for further work to make ILO normative knowledge and information available promptly and in a way that can be easily understood and applied by its constituents and partners. This is particularly important at a time when partners, including in the multilateral system, look to the ILO for advice on these matters, such as in the context of the SDGs. The Office's advocacy and outreach efforts will need to be further strengthened in this regard.

**216.** Substantial progress in the Standards Initiative will be required to safeguard the authority of the ILO's normative function, including that of the supervisory system, based on a robust and relevant body of international labour standards. Deadlocks in the supervisory system affect the ILO's role in the definition and supervision of international labour law and generate inefficiencies in the use of resources entrusted by member States to the Organization.

## Making tripartism and social dialogue work more effectively

- 217.** Several evaluations have provided evidence of the essential role of social dialogue and of strong social actors in the formulation of policies for decent work and social justice.
- 218.** At the same time, the value of tripartism is generally judged on the basis of the concrete results it produces. In a context of significant pressure on tripartism and social dialogue in a number of settings, this has various implications for future ILO action.
- 219.** First, restrictions in law or in practice to the exercise by workers and employers of their fundamental right to freedom of association and collective bargaining are an impermissible and critical obstacle to the advancement of ILO objectives. Addressing such obstacles is a permanent responsibility of the ILO and its constituents.
- 220.** Second, realizing the full potential of social dialogue and tripartism frequently requires systemic efforts to improve the national policy, regulatory and institutional framework, as well as targeted capacity- and institution-building programmes to strengthen labour administrations and employers' and workers' organizations. The Office's efforts will need to more systematically draw on broader and deeper national ownership and leadership.
- 221.** Third, the kind of services that the social partners request from the ILO is changing in the face of the rapid transformations occurring in the world of work and the evolving needs of their Members. Experience has shown, however, that the ability of employers' and workers' organizations to perform new functions and deliver services demanded by their members also depends on a consolidated capacity to perform their traditional representational functions in socio-economic policy and social dialogue processes. The development of strong and representative employers' and workers' organizations must continue to be a key area of focus of the ILO's programme. Support from member States and donors is critical to properly fund this work, which must give full attention to the lasting impact of the activities involved.

*“Ownership is a key element in ensuring project sustainability, together with the participatory tripartite collaboration, the creation of implementing structures and the participation of key stakeholders at all levels of the programme.*

*In order to ensure sustainability, some evaluations suggest the need to institutionalize the participation/involvement achieved.”*

*ILO: [Social dialogue interventions: What works and why? Lessons learned from a synthesis review 2013–16](#) (Geneva, 2017), p. 81.*

## Scaling up partnerships for more impactful development cooperation

- 222.** In a context of continued strong demand for ILO assistance, achieving significant results calls for prioritization and the development of a critical mass of expertise in key areas of ILO work. While the Office has made progress in redeploying resources to its technical work, there are limits to what can be achieved within a zero real growth budget environment. Scaling up ILO action therefore hinges upon a strong and dynamic portfolio of development cooperation programmes, drawing on domestic financing. In such circumstances, the ILO must pursue viable strategies for resource mobilization and diversified partnerships with

*“Taken together, the evidence suggests that ILO's interventions are generally very relevant but variably effective, efficient and sustainable. Significant impacts have resulted from some of the flagship programmes. The ILO has been particularly effective in contributing to changes in national policies and programmes.”*

Multilateral Organisation Performance Assessment Network: [MOPAN 2015–16 Assessments: International Labour Organization, Institutional Assessment Report](#), Executive Summary, p. 26.

a broad range of actors, including traditional and new donor countries, the private sector and South–South and triangular cooperation.

- 223.** In parallel, further efforts are required to more closely integrate voluntary funding with ILO regular budget resources into a programme of work that pools resources from different sources. In line with the reform of the UN Development System and the move from funding technical assistance to the financing of development outcomes, the ILO will need to work with its constituents to step up action to ensure that decent work outcomes are integrated into national development financing and planning. During the biennium, un-earmarked voluntary funds (RBSA) have continued to be an effective modality to pilot new lines of action at the country level and to lever additional resources, including domestic funding. The surge in joint work with other UN agencies through a variety of multi-stakeholder partnerships is another important trend, which makes the ILO’s ability to advocate for and facilitate financing for decent work as part of wider partnerships as important as securing funding for the ILO’s specific contribution.
- 224.** Partnerships are also a cornerstone of the strategy underpinning the five flagship development cooperation programmes. Preliminary lessons from the implementation of these programmes in 2016–17 suggest that they are rising to the challenge of scaling up ILO services to better meet constituents’ needs. While the take-off of these programmes has been uneven and it would be premature to draw definitive conclusions, the flagships are enabling the Office to deliver its assistance in a more strategic, coherent and integrated manner and to communicate it more easily. The focus on well-defined priority areas supporting delivery of outcomes in a limited number of countries has steered cross-programme fertilization and better coordination across technical departments at headquarters and with regions. It has also contributed to filling existing capacity gaps, including in terms of the knowledge base and data required to develop evidence-based country interventions and to leverage new partnerships.
- 225.** Notwithstanding these encouraging developments, challenges remain. The flagship programmes are at different levels of sustainability. Voluntary funding has been uneven. Coordination with donors has also not always been easy and, importantly, partnerships still need to be further consolidated and expanded in order to achieve influence globally and make an impact in countries.

### Strengthening accountability for results

- 226.** Sound results-based management is central to the ILO’s commitment to accountability for the results of its work. The journey from the measurement of activities and spending to the measurement of substantive results and lasting impact must be pursued in a determined and lucid way. Assessments and reviews of ILO performance undertaken in 2016–17 have shown progress in this area but also room for improvement. In terms of monitoring, the Office will continue to strengthen its systems to capture information not only on results achieved by ILO interventions but also on the longer-term impact of such results that may span several biennia, on the basis of a longer-term theory of change. The introduction of new monitoring mechanisms in 2016–17

*“While results in a results-based management context are available for central reporting, they currently do not provide a clear basis for indicating the extent to which services provided by the [field operations and structures] FOS are leading to the expected results. To improve the process, regional and country offices should ensure that expected results, activities and outputs for the office are clearly defined at all levels and reflected in cascading workplans and reports. This will necessitate more systematic sex-disaggregated data collection and monitoring procedures ... .”*

ILO: *Independent evaluation of the ILO’s field operations and structure 2010–16* (Geneva, 2017), p. xvi.

has enhanced the overall delivery of the ILO's programme and budget and enabled the timely redeployment of resources towards the highest priorities. Further progress is still required in this area and in the area of strategic budgeting in order to allow managers to access information relevant to timely decision-making and to fully inform the Governing Body with regard to resource allocation and use. The establishment of a dedicated cross-Office RBM task force to thoroughly revise relevant systems, tools and practices during 2018–19 will facilitate the ILO's commitment to further progress in this area.

**227.** At the country level, measures to support the development of improved and increasingly focused DWCPs will continue. A key challenge, however, is that in several member States constituents are not willing to commit to DWCPs that comprise a balanced and integrated approach to promote all decent work strategic objectives. Lack of genuine tripartite consensus on and ownership of DWCPs can undermine the critical role that DWCPs can play in advancing all decent work objectives. It is therefore critical that efforts continue to design DWCPs that embody a balanced approach to the Decent Work Agenda with active tripartite ownership and allow the ILO to make a distinctive contribution to the UNDAFs in support of the 2030 Agenda.

**228.** Specific lessons can be drawn from the experience of international labour standards, social dialogue, and gender equality and non-discrimination as cross-cutting issues that should be a permanent part of all areas of ILO work. The MOPAN assessment of the ILO highlighted that the strong strategic focus on gender is yielding uneven results, because in some cases gender mainstreaming is not sufficiently owned or technical capacity is still weak. However, the same assessment acknowledged that the ILO has taken clear steps to integrate environmental concerns into its programme, especially through the Green Initiative and the inclusion of a fourth cross-cutting issue in the Programme and Budget for 2018–19.

*“ILO should become more systematic in how it requests ILO staff and constituents to incorporate gender into their substantive work. At present guidance is too vague and does not provide for clarity on what exactly gender equality entails at different levels.”*

*ILO: [ILO Action Plan for Gender Equality 2010–15: Independent final evaluation](#) (Geneva, 2016), p. 92.*

**229.** Experience in 2016–17 confirms the need for work in these areas to be targeted systematically and sustained across all policy outcomes in order to contribute to measurable change. In turn, practical and usable guidance, supportive systems and clear lines of accountability are required to ensure that all cross-cutting issues are properly addressed and resourced during implementation. The Office has already acted upon these lessons in planning for the implementation of the Programme and Budget for 2018–19.

#### Pursuing efforts to deliver as “One ILO”

**230.** The imperative of providing agile and relevant high-quality responses to constituents' needs in shorter time frames requires, in addition to robust technical and analytical capacities, adaptable business operation processes that enable the Office to mobilize and organize its services and deliver them promptly as “One ILO”.

*“Placing field operations in a HQ unit under a Deputy Director-General, the creation of specific units to coordinate substantive issues like [Global Technical Teams] GTTs and Outcome Coordination Teams has enabled HQ to develop coordination and support. ... However, the coverage and participation of these initiatives is variable. Some may be too large to be effective. A broader problem is that the flow of information is heavily one-way, from HQ to the field rather than vice versa. ... Tools, such as Internet-based communication systems, could help resolve this.”*

*ILO: [Independent evaluation of the ILO's field operations and structure 2010–16](#) (Geneva, 2017), p. 71.*



- 231.** Despite substantive progress made to strengthen the critical mass of ILO technical expertise, more work needs to be done to achieve consistent levels of proficiency, competence and performance across the different areas of ILO work and across technical departments and teams and to ensure that they work together in providing services to constituents. This will be pursued in the context of the implementation of the Human Resources Strategy 2018–21 (GB.331/PFA/13).
- 232.** Better internal coordination of support departments, the decentralization of administrative processes to country offices and streamlined procedures have improved operations and delivery. Addressing bottlenecks that inhibit the Office’s capacity to respond to significantly increasing demands for ILO services in an effective and timely manner is a key objective of the BPR. Continued investments in the development of IT-based programming, financial and communication systems that facilitate coordination, transparency and accountability within the Office and vis-à-vis constituents and partners also address this issue. While these efforts are time- and resource-consuming, the investment required is justified by the benefits it can generate.
- 233.** The success of ILO reforms rests on continued dialogue and collaboration between the Office and the constituents. The reform of the Governing Body and the International Labour Conference has shown that strong tripartite engagement can deliver major improvements. One challenge is how to reconcile the delivery of agreed changes with the reality of inertia arising from constituent demands – as demonstrated, for example, in the difficulty of implementing the Office’s paper-smart policy. Another is how to finance additional work mandated by the Governing Body to implement Conference decisions within an agreed budgetary period and in the context of zero real resource growth.
- 234.** Improved communication is an essential prerequisite for delivering as “One ILO” and to position the ILO as a trusted, visible and authoritative player vis-à-vis its constituents and partners. Acting as one requires a shift of mindset and a cultural change in which internal communication and advocacy play a key role. Experience has shown the importance of senior management’s commitment and leadership in the internal communications process and there has been progress which has to be consolidated and pursued Office-wide, including through training. There has also been progress in breaking down silos. Mechanisms such as global technical teams and outcome coordinating teams were piloted during the biennium to increase communication, sharing of experience, technical competence and cross-fertilization between technical departments at headquarters and in regions. They have fostered teamwork and accountability, optimized the use of resources and improved delivery of the ILO’s programme. Efforts will continue to be invested in fully achieving the sense of working with common purpose. External communications and advocacy will be strengthened to better profile the analytical, promotional and policy work of the ILO and the results achieved with its support. That will include reaching out to a broader target audience and developing initiatives to buttress donor support.
- 235.** Working as “One UN” at the global and country levels has presented opportunities as well as challenges in the context of UN reform. When the ILO has been successful in partnering with others in the UN system, the results have been highly productive and appreciated and have enhanced the ILO’s reputation. At the same time, some initiatives can demand a considerable investment of time and resources that could not have been anticipated in advance. The UN Secretary-General’s proposals for change with respect to governance, strategic coherence, country-level organization, regional mechanisms and funding aim to make the UN more cohesive, results-focused and accountable to better assist member States to deliver the 2030 Agenda. Subject to consultations with, and decisions by, the Economic and Social Council, the UN General Assembly and the ILO Governing Body itself, the Secretary-General’s proposals will certainly have important implications for the ILO and its role and operations as part of the UN Development System. The process of internal change

undertaken by the ILO since 2012 to reassert its relevance and influence, the substantive contribution it has made to date to advance the 2030 Agenda and its active and constructive engagement in the UN reform process have put the ILO in a good position to prepare to meet the new challenges and to seize the opportunities offered.





## Appendix I. Programmatic performance

### Introduction

This document contains a quantitative summary of the results achieved by ILO constituents in member States, with the Office's support, during the 2016–17 biennium. Results by indicator are presented for all the outcomes of the results framework established in the Programme and Budget for 2016–17, notably:

- ten policy outcomes, broken down by region;
- three enabling outcomes relating to the effective advocacy of decent work, the governance of the Organization and the efficient use of support services and resources.

### Results under the policy outcomes

ILO support during the biennium contributed to the achievement of 707 results across the ten policy outcomes, of which 702 results were achieved in 130 member States and five results were achieved at the level of subregional, regional and international institutions (table 1). Detailed performance information by country result and by policy outcome can be found in the Decent Work Results Dashboard.<sup>1</sup>

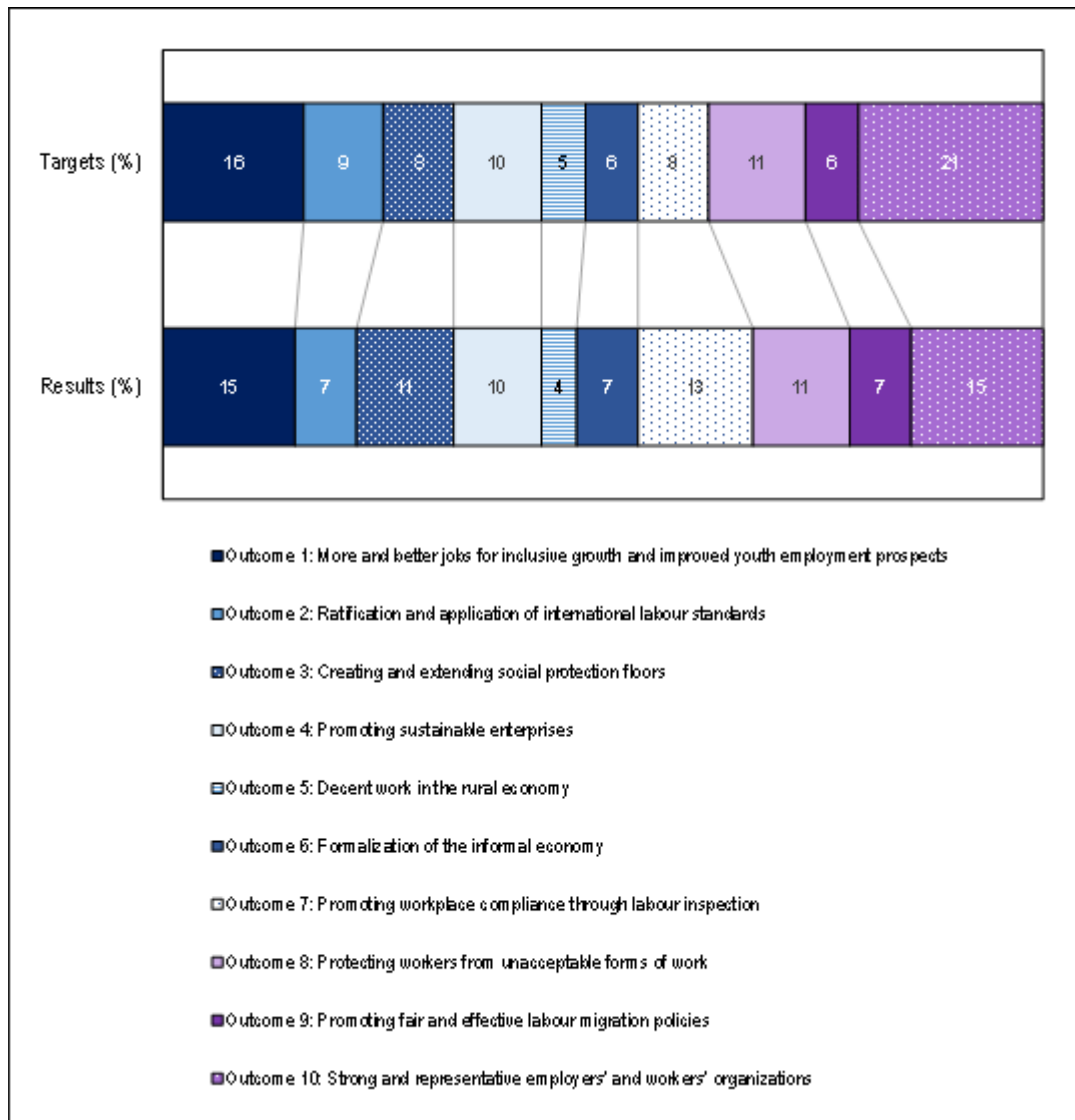
The policy outcomes reflect topical world of work challenges of relevance to ILO tripartite constituents in member States and the broader development community, including in the context of the global commitment to attain the transformative Goals of the 2030 Agenda. They are designed as integrated responses to key employment, social and labour policy issues.

It should be noted that, while each result is reported against one outcome indicator only, many of them also include dimensions that draw from other outcomes. This is consistent with the interrelated, inseparable and mutually reinforcing nature of the four strategic objectives that form the architecture of the Decent Work Agenda – employment, social protection, social dialogue, and rights and fundamental principles at work. Each result, therefore, normally embeds dimensions of all strategic objectives and contributes to the advancement of more than one of them. Consequently, the assessment of aggregate progress in advancing the Decent Work Agenda requires the combination of a quantitative approach with a qualitative analysis of achievements, as presented in the main body of this report.

Figure 1 provides an overview of performance across the ten policy outcomes relative to the targets set in the Programme and Budget for 2016–17.

<sup>1</sup> See [www.ilo.org/IRDashboard](http://www.ilo.org/IRDashboard).

Figure 1. Distribution of targets and results by policy outcome (percentage)



In a number of policy areas, especially regarding outcomes 3 and 7, results achieved exceeded the targets set for the biennium. This was largely due to a combination of factors:

- First, the recognized leadership of the ILO on world of work issues, as well as the centrality of its analytical, normative and policy advisory and dialogue activities for the achievement of Goal 8 of the SDGs on growth and decent work and other decent work-related SDG targets, led to a significant increase in demands for ILO support. This was linked in particular to policy-making processes and institution-building efforts in the context of national sustainable strategies and United Nations Development Assistance Frameworks, and the role of constituents in these undertakings.
- Second, preliminary experience with the implementation of the five global flagship programmes suggests that these programmes are proving effective in coalescing political attention, multi-stakeholder partnerships and resources around key priorities of the ILO programme. To different degrees, these programmes helped scale up the impact of ILO development cooperation, either by extending proven successful intervention models (Better Work programme; revised International Programme on the Elimination of Child and Forced Labour (IPEC+)) or by mobilizing additional voluntary resources (Building Social Protection Floors for All; Occupational Safety and Health Global Action for Prevention (OSH-GAP)).

- Third, the ILO's persistent efforts to deliver value for money to its Members continued to pay dividends in the biennium. Measures were introduced to strengthen technical capacity through the redeployment of resources from back-office administrative services to technical and analytical work, to enhance the ILO knowledge base on topical issues of the world of work and to leverage expertise and cooperation among countries and constituents, as well as among ILO staff and between them and external partners. These measures together contributed to enhancing critical mass and team work, creating economies of scale and fostering more efficient and impactful intervention models and business practices.

On the other hand, progress was slightly below target in some areas of work. In the case of outcome 10 on employers' and workers' organizations, this was primarily due to the sharp decline in extra-budgetary funding made available to the Office relative to the amount estimated in the Programme and Budget for 2016–17. The delivery of the ILO programme was also delayed in the Arab States region, mainly as a result of the huge needs arising from the Syrian refugee crisis. Despite the significant increase in the voluntary funding mobilized by the ILO, the Office had to concentrate its efforts and resources on limited top priority needs in the countries affected by the crisis.

The Office continues to address challenges in results measurement with the aim to improve frameworks and systems for results-based management.

## Results under the enabling outcomes

The enabling outcomes refer to the effective advocacy of decent work and governance and to the efficient functioning of the ILO in accordance with its Constitution, rules and procedures, considering the necessary provision of essential services underpinning the International Labour Office's technical and policy-related work. A key objective of the ILO reform has been – and continues to be – to increase the effectiveness and the efficiency of these services in order to maximize value and reduce overall costs. Results achieved under these outcomes are measured through key performance indicators.

Overall results achieved under the enabling outcomes have met the targets set for 2016–17 (table 2). With regard to effective advocacy for decent work (outcome A), results were above target in relation to both the engagement of international agencies, multilateral and regional institutions to promote decent work policies and the strengthening of labour market information systems in member States. This reflects the overall impact of the 2030 Agenda, as decent work has become a central objective of broader developmental efforts and countries are increasingly required to measure related SDG indicators.

Results achieved on the effective and efficient governance of the Organization (outcome B) show the effects of the reform process undertaken in previous biennia in the functioning of the Governing Body and the International Labour Conference, as well as achievements in the fulfilment of oversight, accountability and risk management functions. Additional work will be necessary to better balance efficiency objectives in the production of concise documents and time of meeting sittings given new requests arising in the context of the implementation of the Standard Initiative.

In terms of the provision of efficient support services and the effective use of ILO resources (outcome C), results confirm progress in country-level planning and in management of facilities. On voluntary contributions, 2017 has been a record year for resource mobilization. More needs to be done, however, to increase the share of extra-budgetary technical cooperation in the overall ILO expenditure and in the decentralization of projects to field offices. Results were below target in some of the indicators of talent development. It is expected that the implementation of the Human Resource Strategy 2018–21 (GB.331/PFA/13), which was endorsed by the Governing Body in November 2017, will contribute to making significant progress in these areas.

Table 1. Policy outcomes: Targets and results by indicator

	Total		Africa		Americas		Arab States		Asia-Pacific		Europe and Central Asia	
	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results
<b>Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects</b>												
Indicator 1.1: Member States that, in consultation with social partners, have developed, revised, implemented or monitored comprehensive employment frameworks	21	26	10	14	2	2	2	1	5	6	2	3
Indicator 1.2: Member States that have taken targeted action on decent jobs and skills for young women and men through the development and implementation of multipronged policies and programmes	26	34	10	15	5	6	2	1	5	7	4	5
Indicator 1.3: Member States in which constituents have strengthened capacities on macroeconomic policies for promoting more and better jobs and for tackling inequalities	13	5	3	2	3	1	2	0	3	1	2	1
Indicator 1.4 : Member States in which constituents have implemented institutional development and capacity-building programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better quality jobs	19	17	8	6	3	5	2	1	5	4	1	1
Indicator 1.5: Members States that have reviewed, developed and implemented policies, regulations and services to achieve inclusive and effective labour market institutions	15	26	4	6	3	4	1	0	5	10	2	6

	Total		Africa		Americas		Arab States		Asia-Pacific		Europe and Central Asia	
	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results
<b>Outcome 2: Ratification and application of international labour standards</b>												
Indicator 2.1: Constituents have increased their participation in the preparation and adoption of international labour standards	60% of each new standard	49% – Figure based on response rates from member States to the two questionnaires circulated in the preparatory work leading to the adoption of the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205)										
Indicator 2.2: Member States that have taken action to ratify and apply international labour standards, in particular in response to issues raised by the supervisory bodies	33	34	10	9	8	7	2	2	10	13	3	3
Indicator 2.3: Member States in which constituents and other key actors have improved knowledge on, and capacity to use, international labour standards and the supervisory system	21	19	6	5	5	5	3	2	5	5	2	2
<b>Outcome 3: Creating and extending social protection floors</b>												
Indicator 3.1: Member States that have improved their social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection	17	26	5	10	2	6	3	3	6	5	1	2
Indicator 3.2: Member States that have enhanced their knowledge base, analytical capacity, financial management, statistics or means of information dissemination for the delivery of social protection	18	34	5	12	4	8	3	4	4	7	2	3
Indicator 3.3: Member States that have set up new programmes or improved the existing ones that contribute to extending social protection coverage or improving benefit adequacy	10	13	1	2	2	3	3	2	2	5	2	1

	Total		Africa		Americas		Arab States		Asia-Pacific		Europe and Central Asia	
	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results
<b>Outcome 4: Promoting sustainable enterprises</b>												
Indicator 4.1: Member States where the enabling environment for sustainable enterprises has been improved through policy, legal, institutional or regulatory reforms	15	19	3	6	4	5	1	0	4	1	3	7
Indicator 4.2: Member States where enterprise support programmes have been designed and implemented aimed at responsible and sustainable enterprise practices in SMEs, cooperatives or MNEs	16	21	5	7	3	8	2	2	4	3	2	1
Indicator 4.3: Member States in which public and private intermediaries have designed and implemented scalable entrepreneurship programmes aimed at income and employment creation with a focus on young people and women	24	30	10	17	5	4	3	4	5	5	1	0
<b>Outcome 5: Decent work in the rural economy</b>												
Indicator 5.1: Member States that have taken concrete steps to integrate decent work into rural development policies and strategies	5	9	3	5	0	2	0	0	2	2	0	0
Indicator 5.2: Member States in which constituents have set up targeted programmes that contribute to decent work and productive employment in rural areas	10	8	3	1	3	2	1	1	3	4	0	0
Indicator 5.3: Member States that have enhanced their knowledge base, analytical capacity and statistics on decent work in the rural economy	12	9	4	2	3	5	1	0	4	2	0	0

	Total		Africa		Americas		Arab States		Asia-Pacific		Europe and Central Asia	
	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results
<b>Outcome 6: Formalization of the informal economy</b>												
Indicator 6.1: Member States that have updated their legal, policy or strategic frameworks to facilitate the transition to formality	9	19	2	6	4	5	1	0	1	4	1	4
Indicator 6.2: Member States in which constituents have increased awareness and the knowledge base on informality to promote and facilitate the transition to formality	15	21	2	9	4	5	1	1	4	2	4	4
Indicator 6.3: Members States in which at least one of the constituents has taken measures to promote gender equality and address the needs of vulnerable groups when facilitating the transition to formality	12	12	2	2	5	4	1	1	3	4	1	1
<b>Outcome 7: Promoting workplace compliance through labour inspection</b>												
Indicator 7.1: Member States that have improved legal frameworks, policies, plans or strategies to strengthen workplace compliance in line with international labour standards, national labour laws and collective agreements	19	40	5	14	5	8	2	3	5	12	2	3
Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance	20	34	6	15	5	4	2	2	5	7	2	6
Indicator 7.3: Member States, social partners and other stakeholders that improve their knowledge and information systems to support workplace compliance	10	15	2	2	2	4	1	2	3	6	2	1

	Total		Africa		Americas		Arab States		Asia-Pacific		Europe and Central Asia		
	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	
<b>Outcome 8: Protecting workers from unacceptable forms of work</b>													
Indicator 8.1: Member States that have revised laws, policies or strategies to protect workers, especially the most vulnerable, from unacceptable forms of work, in line with international labour standards and through tripartite dialogue	36	28	12	5	10	11	3	1	8	7	3	4	
Indicator 8.2: Member States in which one or more constituents have strengthened their institutional capacity to protect workers, especially the most vulnerable, from unacceptable forms of work	12	36	4	10	3	12	1	2	3	6	1	6	
Indicator 8.3: Member States in which tripartite constituents have developed partnerships, including with other stakeholders, for the effective protection of workers, especially the most vulnerable, from unacceptable forms of work	14	12	5	3	4	5	1	1	3	2	1	1	
<b>Outcome 9: Promoting fair and effective labour migration policies</b>													
Indicator 9.1: Member States or regional or subregional institutions that have developed or implemented policy, legislation, bilateral or multilateral agreements, or other governance frameworks in line with relevant international labour standards, the <i>ILO Multilateral Framework on Labour Migration</i> and through tripartite dialogue	Member States	10	19	4	7	1	4	1	1	4	6	0	1
	Regional/subregional institutions	2	0	2	0	0	0	0	0	0	0	0	0
Indicator 9.2: Member States or regional or subregional institutions that have established or strengthened institutional mechanisms and inclusive practices or services for the protection of migrant workers or for the promotion of productive employment and decent work for migrant workers	Member States	16	18	4	5	2	6	3	1	7	5	0	1
	Regional/subregional institutions	3	1	2	1	0	0	0	0	1	0	0	0
Indicator 9.3: Member States or regional or subregional institutions that have developed a knowledge base and statistics on labour migration to better inform policy and enhance synergies between labour migration, employment, training and development policies	Member States	7	7	3	2	1	1	1	1	2	2	0	1
	Regional/subregional institutions	3	2	2	1	0	0	0	0	1	1	0	0



	Total		Africa		Americas		Arab States		Asia-Pacific		Europe and Central Asia	
	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results
<b>Outcome 10: Strong and representative employers' and workers' organizations</b>												
Indicator 10.1: Organizations that have successfully adjusted their organizational structures or governance or management practices to increase leadership capacity, effectiveness, relevance and representativeness	15	11	4	2	4	3	1	0	4	4	2	2
Indicator 10.2: Organizations that have successfully created, strengthened and delivered sustainable services to respond to the needs of existing and potential members	27	28	7	12	9	6	1	0	8	8	2	2
Indicator 10.3: Organizations that have successfully enhanced their capacity to analyse the business environment and influence policy development	25	22	7	6	6	7	2	0	7	5	3	4
Indicator 10.4: National workers' organizations that increase their organizational strength at the national and regional levels	20	26	6	12	6	9	2	1	4	4	2	0
Indicator 10.5: National workers' organizations that increase their representative strength to influence policy agendas at the national, regional and international levels	15	16	5	6*	3	3	3	1	3	4	1	2
Indicator 10.6: National workers' organizations that use international labour standards to promote freedom of association, collective bargaining and social justice at the national, regional and international levels	20	10	5	2	7	6	4	0	4	2	0	0

\* Two of the results reported in Africa under indicator 10.5 correspond to subregional workers' organizations.

Table 2. Enabling outcomes: Targets and results by indicator

Outcome A: Effective advocacy for decent work	Total		Africa		Americas		Arab States		Asia-Pacific		Europe and Central Asia	
	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results
	Indicator A.1: Member States that have made the goal of decent work central to policy-making or make their policies compatible with decent work principles	15	11	4	0	4	5	1	3	4	2	2
Indicator A.2: International agencies, multilateral institutions and regional institutions that have actively engaged with the ILO to promote decent work policies	5	8	<p>(1) G20: The analytical contribution, technical support and policy advocacy of the ILO during the G20 sessions have influenced the content of the working groups' contributions to final communiqués and action plans adopted at Leaders' Summits, which include various decent work elements.</p> <p>(2) UNHCR: In July 2016, the ILO and UNHCR signed a new Memorandum of Understanding for the promotion of employment opportunities for refugees and other forcibly displaced persons.</p> <p>(3) ILO-WHO-OECD: The ILO participates as Co-Vice Chair in the Commission on Health Employment and Economic Growth appointed by the UN Secretary-General in March 2016 to stimulate the creation of health and social sector jobs as a means to advance inclusive economic work. On that basis, the Working for Health Programme has been established.</p> <p>(4) European Union: The ILO developed the report <i>Building a social pillar for European convergence</i> (June 2016), as a contribution to the European Pillar of Social Rights, generating a range of references to decent work principles in key EU policy documents.</p> <p>(5) International Association of Economic and Social Councils: The ILO co-organized a conference in November 2017, which led to <i>The Athens Declaration on Social Dialogue and the Future of Work by Economic and Social Councils and Similar Institutions</i>.</p> <p>(6) Economic Commission for Latin America and the Caribbean: The ILO has partnered with ECLAC to promote exchanges of good practices on combating forced labour in South America and to develop a model to predict the probability of child labour.</p> <p>(7) UN High-Level Political Forum on Sustainable Development: The ILO contributed to the HLPF in 2016 and 2017, which resulted in numerous references to decent work issues and ILO work in the Forum's Ministerial Declarations and in relation to the respective SDGs under review.</p> <p>(8) Association of Southeast Asian Nations: ASEAN adopted in September 2016 the <i>Vientiane Declaration on Transition from Informal Employment to Formal Employment towards Decent Work Promotion in ASEAN</i> based on preparatory work of the ILO.</p>									
Indicator A.3: Member States that have strengthened labour market information systems and disseminated information on national labour market trends in line with the international standards on labour statistics	17	26	6	9	2	7	2	1	4	6	3	3

## Outcome B: Effective and efficient governance of the Organization

### Indicator B.1: Effectiveness of governance and policy-setting functions of the ILO organs

Implementation of agreed reform measures	Target: Full implementation of appropriate procedures and rules resulting from the review of trials	<p><b>In process.</b> The reform of the Governing Body, initiated in 2011, was reviewed by the International Labour Conference and the Governing Body in 2014 and 2015. Following approval by the Governing Body, the resulting changes were consolidated in a new edition of the <i>Compendium of rules applicable to the Governing Body</i> in early 2016 and have since then been successfully implemented.</p> <p>The reform package of the Conference was initiated in 2012. It soon evolved into a more far-reaching reform, especially with the introduction as from 2015 of a series of trials of a Conference in a two-week format. These trials are still under review with a view to the formalization of the resulting regulatory and procedural changes in the course of 2018–19, including a modernization and simplification of the Standing Orders and practices of the Conference.</p>
Level of participation and consensus building by constituents	Target: Consensus reached on the next steps on governance reform, including with regard to the functioning of the Regional Meetings	<p><b>In process.</b> In March 2016, the Governing Body requested the Office to prepare for its November 2016 session a background document on the conduct of the Regional Meetings and to commence the review of their functioning and role.</p> <p>The Governing Body subsequently considered a number of aspects including: role and mandate; composition; participation rights; duration, frequency and venue; format and working methods; and form and nature of the outcome document. There is broad support to retain the four-day duration and maintain the necessary flexibility for the timing and periodicity of the Meetings. At its November 2017 session, the Governing Body discussed proposed amendments to the <i>Rules for Regional Meetings</i>.</p>
	Target: Wide and substantive participation of all stakeholders in agenda setting and decision-making through an agreed set of procedures and mechanisms	<p><b>Achieved.</b> The Governing Body adopted and effectively implemented a strategic and coherent approach to the setting of the Conference agenda for the 2017–19 sessions of the Conference. Following the Conference <a href="#">resolution on Advancing Social Justice through Decent Work</a>, in November 2016 the Governing Body adopted a new five-year cycle for recurrent discussions with the following sequence of strategic objectives: social dialogue and tripartism in 2018; social protection (social security) in 2020; employment in 2021; social protection (labour protection) in 2022; and fundamental rights and principles at work in 2023.</p>
	Target: An effective evaluation by the Conference of the impact of the ILO Declaration on Social Justice for a Fair Globalization, and an agreed follow-up strategy for its implementation	<p><b>Achieved.</b> In 2016, the International Labour Conference evaluated the steps taken to promote the implementation of the Declaration and its impact and adopted a resolution on Advancing Social Justice through Decent Work. The resolution constitutes a powerful tripartite endorsement of the Declaration and continued commitment to the Decent Work Agenda. It underscores the critical importance of advancing an integrated approach to decent work and calls for strengthened efforts to achieve the full potential of the Social Justice Declaration, by taking a full and active role in the 2030 Agenda for Sustainable Development and better equipping the ILO for its second century. The resolution has provided important guidance to the formulation of the ILO's Strategic Plan for 2018–21 (<a href="#">GB.328/PFA/1</a>) and the <a href="#">Programme and Budget for 2018–19</a>.</p> <p>As follow-up to the resolution, the Governing Body adopted a programme of work to give effect to the resolution on Advancing Social Justice through Decent Work (<a href="#">GB.329/INS/3/1</a>) at its 2017 March session and a framework for recurrent discussions (<a href="#">GB.331/INS/3</a>) at its 2017 November session. The programme of work provides an overview and framework for coordinating and informing ongoing activities and new actions to advance decent work in a coherent and complementary manner. The framework provides guidance on the effective functioning of the recurrent discussions covering its preparation, Conference discussion, outcome document, and synergies between recurrent discussions and the article 19 General Surveys.</p>

Indicator B.2: Efficiency of the planning, preparation and management of sessions of the International Labour Conference and Governing Body and of Regional Meetings				
Timely provision of concise official documents in electronic form	Target: 100% of official documents published electronically and on time	<b>Partially achieved.</b> 100% of official documents have been published electronically. Regarding the timelines of their publication (i.e. by reference to statutory deadlines), results averaged 70% in 2016 and 85% in 2017, with the following breakdown: <ul style="list-style-type: none"> <li>■ Governing Body: 92.6% in 2016 and 92% in 2017.</li> <li>■ International Labour Conference: 55% in 2016 and 67% in 2017.</li> <li>■ Regional Meetings: 100% in 2016 and 2017.</li> <li>■ Sectoral, technical and other meetings: 33% in 2016 and 80% in 2017.</li> </ul>		
	Target: 60% of official documents published only electronically	<b>Achieved.</b> 65% of Governing Body documents were published only electronically; documents and reports for the Conference and technical meetings continued to be distributed in printed form but the number of copies was significantly reduced.		
		<b>2015</b>	<b>2016</b>	<b>2017</b>
	Million pages printed for the Conference	12.5	8.8	7.3
	Reduction from previous year	30.1%	29.6%	17%
Effective time management of official meetings	Target: 10% decrease in the number of words processed	<b>Not achieved.</b> Based on data for 2016–17, there has been a 16% increase in the total volume of words processed relative to 2014–15, compared with an 8% decrease in 2014–15 relative to 2012–13.		
		<b>2014</b>	<b>2015</b>	<b>2016</b>
		<b>2017</b>		
	Million words	9.993	11.193	11.258
Effective time management of official meetings	Target: 20% of official communications sent exclusively in electronic form	<b>Achieved.</b> 39.4% of official correspondence was sent exclusively in electronic form in the biennium (37.5% in 2016 and 41.3% in 2017).		
	Target: 50% reduction of average of time lost from delayed commencement of sittings of official meetings	<b>In process.</b> No baseline established in the absence of reliable data for previous biennia. For 2016–17, data has been consistently gathered in respect of Governing Body sessions only, due to the lack of appropriate monitoring tools at the Conference, Regional Meetings or sectoral and other technical meetings. Governing Body data shows a consistent pattern of the aggregate time of delayed commencement of sittings, as follows:		
		<b>Sessions of the GB</b>	<b>Time lost</b>	
		326th (March 2016)	4h37 minutes	
	328th (Oct.–Nov. 2016)	4h47 minutes		
	329th (March 2017)	5h08 minutes		
	331st (Oct.–Nov. 2017)	6h13 minutes		

<b>Indicator B.3: Quality of the fulfilment of oversight, accountability and risk management functions</b>		
The External Auditor's level of satisfaction with the consolidated financial statements	Target: Unmodified external audit opinion and full compliance with IPSAS maintained	<b>Achieved.</b> Unmodified audit opinions were received from the External Auditor confirming, inter alia, full compliance with IPSAS for both sets of financial statements prepared during the biennium. The opinions were included with the financial statements and provided to member States.
	Target: Implementation of a Statement of Internal Control as part of the annual financial reporting	<b>Achieved.</b> Publication of the inaugural Statement of Internal Control to be included with the 2017 financial statements, preparatory activities are proceeding on schedule and have been reviewed by the Independent Oversight Advisory Committee.
Time required for the effective implementation of audit recommendations	Target: The units responsible for implementing oversight recommendations provide their action plans within three months of the audit report being issued	<b>Not achieved.</b> Average timeframe for Office responses to internal audit reports reduced from 5.6 months in 2015 to 5 months in 2016 and 3.8 months in 2017.
	Target: Audit recommendations accepted by management are implemented within six months of the report's date	<b>Partially achieved.</b> Total number of internal audit recommendations fully implemented by the six-month target date: 175 (out of 237) or 73.8%. Total number of internal audit recommendations partially implemented or in process of implementation as at the due date: 56 (out of 237) or 23.6%. Total number of internal audit recommendations whose implementation was deferred due to budgetary constraints: 6 (out of 237) or 2.4%.
Level of implementation of the Organization-wide risk management system	Target: All elements of the risk management system in place, maintained and expanded	<b>Achieved.</b> The remaining elements of the Enterprise Risk Management Framework were implemented in 2016. Risk registers were established across all locations. These were reviewed to identify common risk themes, which in turn informed the review and promulgation of a revised strategic risk register as part of the Programme and Budget 2018–19. During 2017, activities in risk management were expanded to ensure greater focus on risks associated with policy outcomes, provide a more consistent approach to risk management across the Office and increase the range of tools and support mechanisms.
<b>Indicator B.4: Adequacy of the use of findings and recommendations of independent evaluations in decision-making by ILO management and the Governing Body</b>		
Use of evaluation findings by constituents and management for governance purposes is improved	Target: The Evaluation Advisory Committee meets at least four times per year and provides substantial input into follow-up to the recommendations ensuing from high-level evaluations	<b>Achieved.</b> The Evaluation Advisory Committee met nine times between January 2016 and December 2017 (one of these meetings was convened online). The work of the Committee evolved in a more substantive and ambitious direction and the Committee adopted a highly systematic and rigorous process of follow-up to high-level evaluation recommendations.
	Target: Follow-up to project evaluation recommendations is at least 75%	<b>Achieved.</b> In 2016, close to 83% of recommendations were completed or partially addressed, a 10 point increase over the 2013–15 average of 72%. EVAL has faced challenges in receiving management responses to evaluation recommendations in a timely manner and is currently developing an automated online system to modernize the way in which such information is tracked, which will improve efficiency. Figures on the follow-up to management responses to evaluation recommendations for 2017 will be available in the 2017–18 annual evaluation report.
	Target: Recommendations by the Evaluation Office endorsed by the Governing Body are reflected in the Strategic Plan for 2018–21	<b>Achieved.</b> Annual evaluation reports have continuously informed the ILO's strategic plans. The Strategic Plan for 2018–21 recognizes the value of evaluation in supporting the ILO's work in terms of strengthening accountability for results. It specifies that the evaluation function is a means of assuring accountability to constituents by yielding objective information on progress in implementation and on results achieved.

Quality of high-level and project evaluations undertaken in the ILO are in line with good practices as defined by OECD and United Nations Evaluation Group standards	Target: External assessments confirm that 85% of project evaluations meet OECD and United Nations Evaluation Group standards	<b>Achieved.</b> Evaluation reports are subject to biennial external quality assessments. The development of substantial guidance material and capacity-building efforts ensured that the quality of project evaluations remained at acceptable levels. For the 2014–15 biennium, 70% of evaluation reports approached, met or exceeded UNEG quality standards. The external assessment of project evaluations completed in October 2017 concluded that more than 90% of the reports assessed met the minimum quality requirements.
	Target: The report of the independent external evaluation of the ILO's evaluation function, 2016, confirms acceptable quality of high-level evaluation	<b>Achieved.</b> The 2016 <i>Independent evaluation of ILO's evaluation function – IEE, 2011–16, Final report</i> concluded that both high-level evaluation and project evaluations were overall using appropriate methods for data collection and analysis, and that their quality had significantly increased since the 2010 IEE.
	Target: Improved use of impact evaluation methodology by technical departments in conformity with the guidance of the Evaluation Office	<b>Achieved.</b> An updated Guidance Note on impact evaluation was produced and EVAL's Impact Evaluation Review has provided quality oversight and recommendations to four impact evaluations that are completed or under way. Preparations for an ex-post-quality review of a sample of impact evaluations began in December 2017.
Evaluation capacity and practice among ILO staff and constituents is improved	Target: At least 75 constituents have undergone evaluation training and 50 ILO staff members are certified as evaluation managers	<b>Partially achieved.</b> EVAL progressively expanded and improved its mix of training products and services. In 2016, 124 constituents were trained and in 2017 a revised training package on evaluation for tripartite constituents in the context of SDGs has been developed. A total of 77 ILO staff have been certified to date as part of the Evaluation Manager Certification Programme (EMCP). During the 2016–17 biennium, 47 officials were trained on evaluation management but only eight reached certification level. In 2016, EVAL developed the Internal Evaluation Training Programme (IETP) to improve the quality of self-evaluations and internal evaluations. Twenty-four staff members from most regions and from headquarters participated in the pilot in April 2017.

#### Outcome C: Efficient support services and effective use of ILO resources

##### Indicator C.1: Effectiveness of the updated programming methodology at the country level

Percentage of DWCPs that meet quality criteria in line with the revised methodology and guidance, including by addressing all four pillars of the Decent Work Agenda	Target: 80%	<b>Achieved.</b> 100% of new DWCPs developed and approved in the period September 2016–December 2017 (from the launch of version 4 of the <i>ILO Decent Work Country Programme: A practical guidebook</i> ). Corresponds to six new programmes.
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##### Indicator C.2: Effectiveness of the mobilization and management of voluntary contributions from a diversified donor base

Share of voluntary contributions (extra-budgetary technical cooperation and RBSA) expenditure as a percentage of total expenditure	Target: 45%	<b>Not achieved.</b> 39.6% (preliminary data).
Percentage of voluntary contributions managed by field offices	Target: 80%	<b>Not achieved.</b> 73.1% (preliminary data).

<b>Indicator C.3: Effectiveness of ILO support services</b>		
Percentage of users who report being "satisfied" or "very satisfied" with the effectiveness of ILO support services	Target: 10% increase	<b>In process.</b> The follow-up Organizational Health Survey necessary to measure the indicator will be carried out in the second quarter of 2018.
<b>Indicator C.4: Effectiveness of talent and leadership development</b>		
Increase in the number of staff who change duty station for one year or more	Target: 25%	<b>Not achieved.</b> There was no significant increase in the number of staff who changed duty station in 2016–17 (101) relative to 2014–15 (99). It is worth noting, however, that turnover in 2014–15 represented an increase of 34% relative to 2012–13, when 74 staff changed duty station.
Percentage of managers who engage in leadership development activities after receiving a performance rating of "Not fully met" on the managerial output in their end-of-cycle performance appraisal	Target: 75%	<b>Achieved.</b> 75%.
Percentage of staff who have an Employee Profile in ILO People	Target: 75%	<b>Not achieved.</b> 55%. Less emphasis was placed on Employee Profile in 2017 because the implementation of the new online recruitment platform will bring changes to its structure in 2018.
Percentage of new staff who complete the Internal Governance e-Learning Programme within their first six months of employment	Target: 80%	<b>Not achieved.</b> 48%. Overall compliance has reached 81%. New staff have found it challenging to complete the programme within their first six months, but 58% have completed it within eight months.
<b>Indicator C.5: Effectiveness of facilities management</b>		
Headquarters building renovation project work for the biennium progresses as scheduled or earlier and within budget	Target: 100%	<b>Achieved.</b> Ongoing work is on schedule. The total budget for initial work remains within the limits of the financial plan previously endorsed by the Governing Body. Savings being generated by value engineering will be reallocated to the provision for unforeseen costs that may arise.
Effective waste management procedures in place in pilot field offices	Target: Five field offices	<b>Achieved.</b> Procedures were completed in five pilot offices, including a baseline assessment, a plan of action and production of guidance material replicable at other field offices.

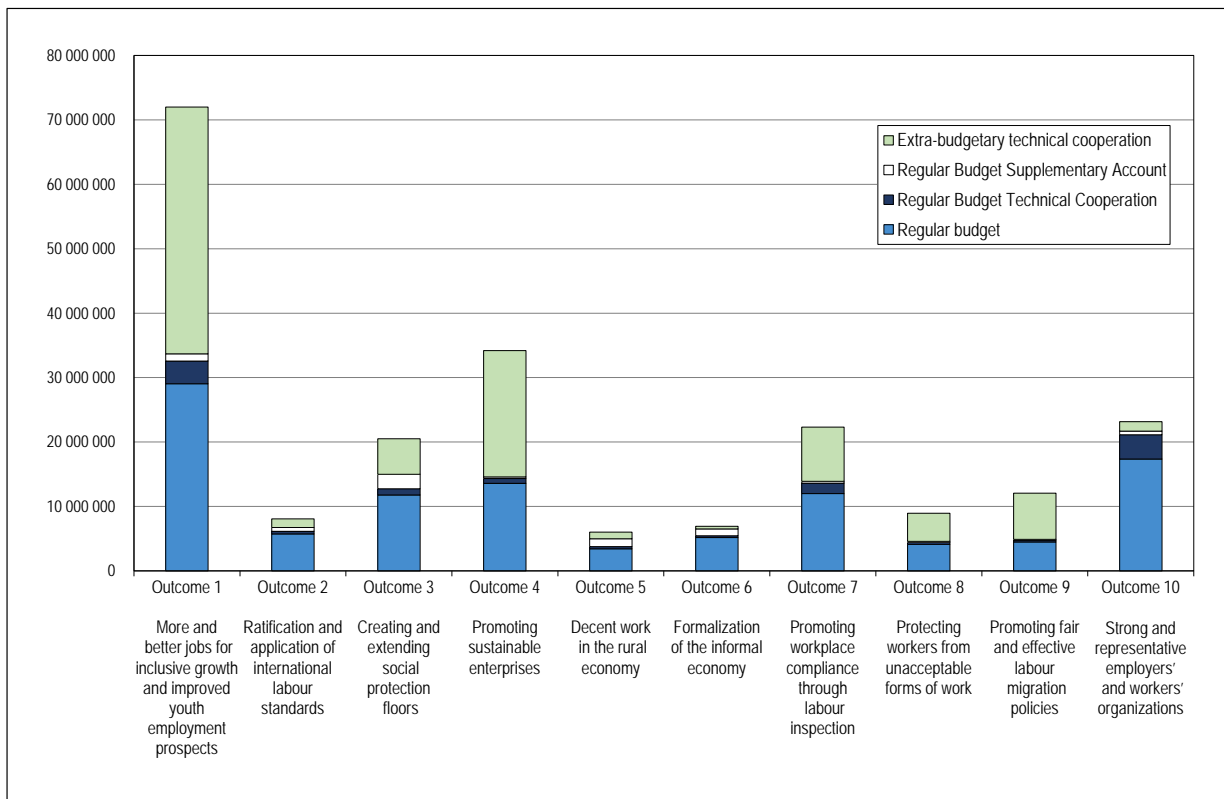
## Appendix II. Additional financial data

This document contains additional information on ILO expenditure <sup>1</sup> in 2016–17, by policy outcome.

Figures 1 to 5 show total expenditure, by policy outcome and by source of funds, in each of the five ILO regions.

Figures 6 to 15 show the percentage contribution to total expenditure, by policy outcome, of ILO departments at headquarters and programmes in the five ILO regions, as measured by the time spent by regular budget staff in the international professional category on technical and analytical work and services relating to each of the ten outcomes. This is a significant measure of contribution to expenditure given that staff costs represent 70 per cent of total regular budget resources.

Figure 1. Total expenditure by policy outcome and by source of funds in Africa, 2016–17 (\$)



<sup>1</sup> Preliminary and unaudited data.



Figure 2. Total expenditure by policy outcome and by source of funds in the Americas, 2016–17 (\$)

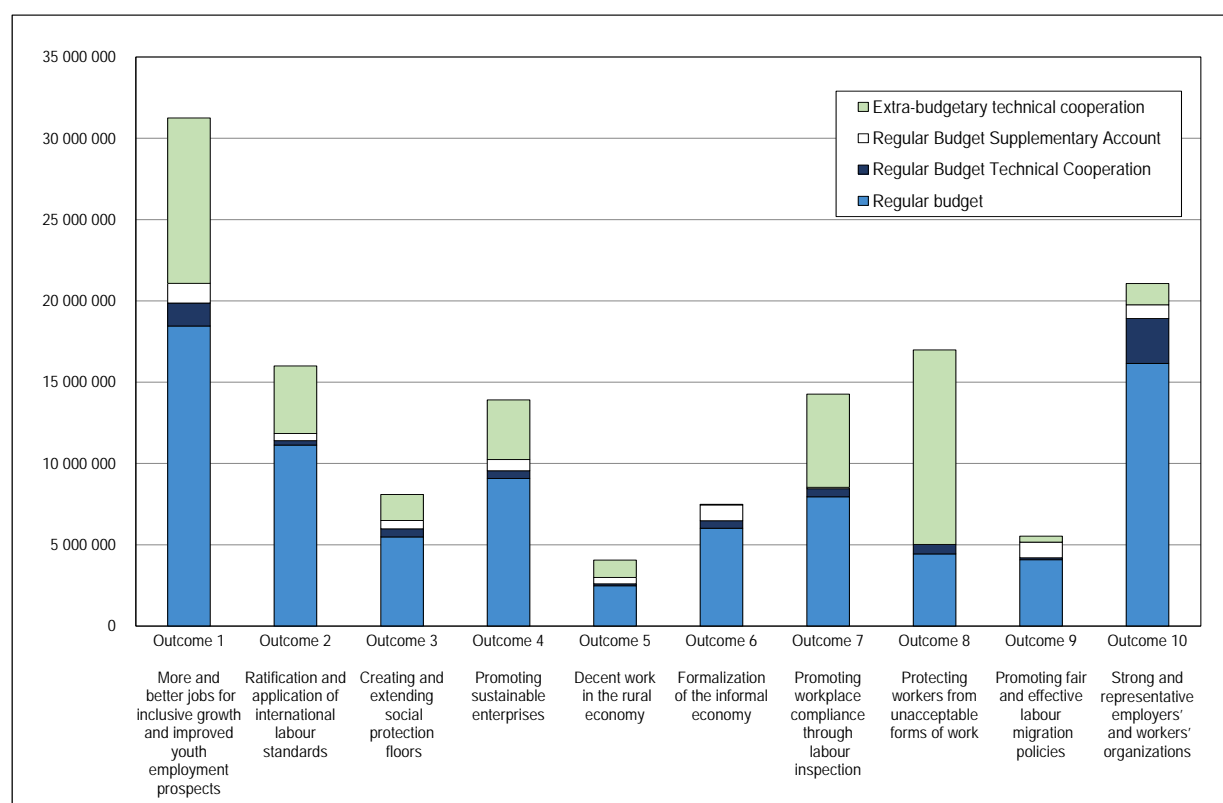


Figure 3. Total expenditure by policy outcome and by source of funds in the Arab States, 2016–17 (\$)

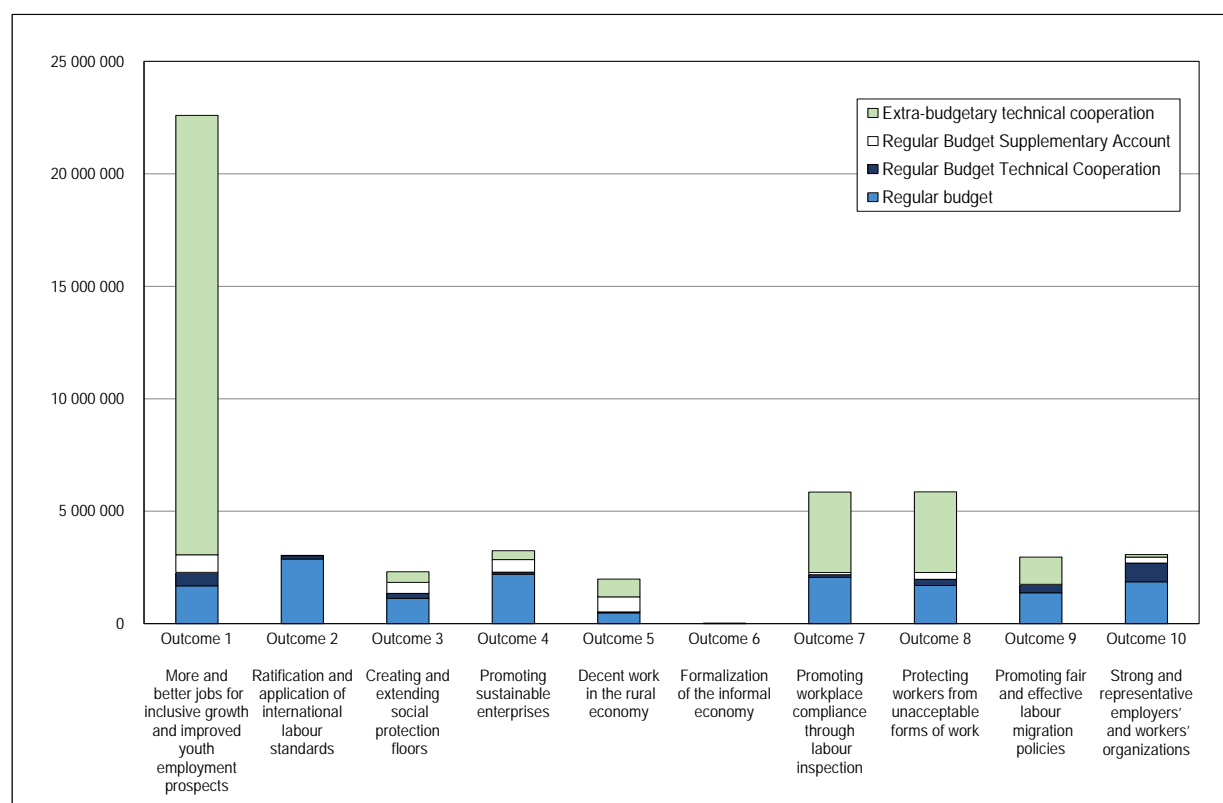


Figure 4. Total expenditure by policy outcome and by source of funds in Asia and the Pacific, 2016–17 (\$)

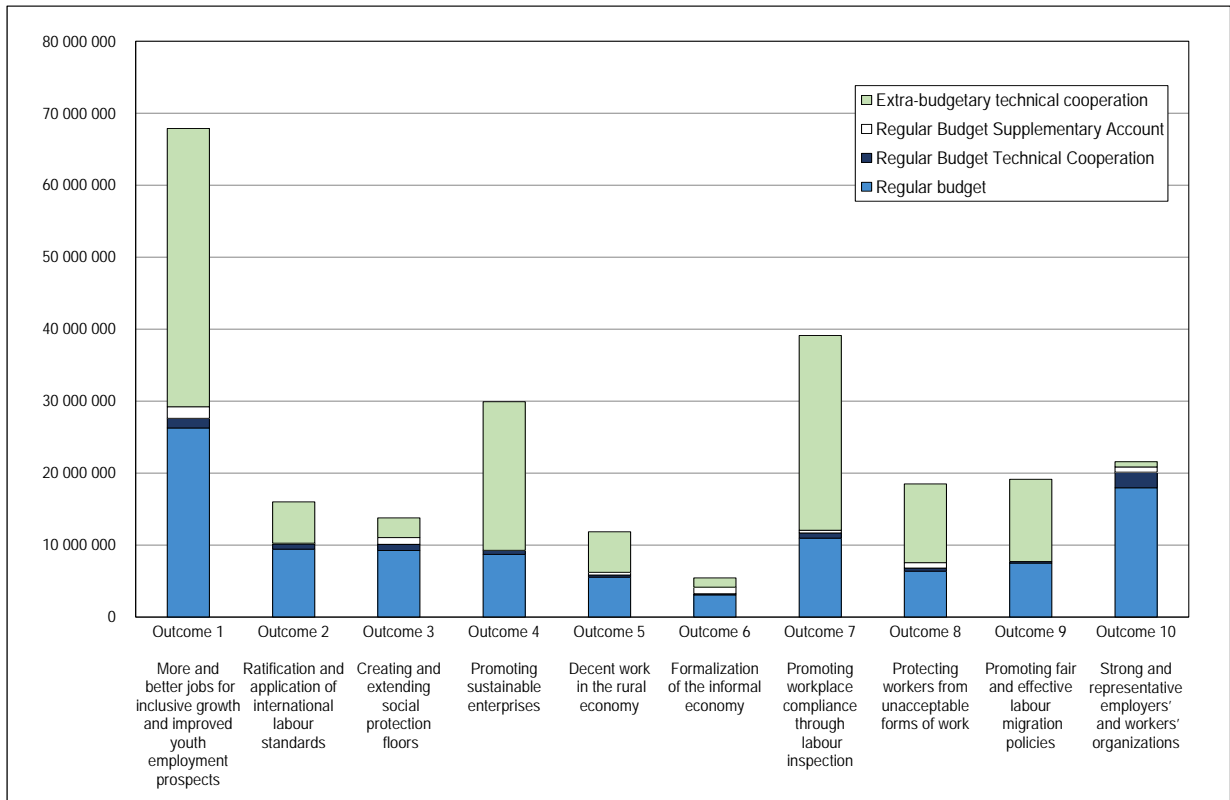


Figure 5. Total expenditure by policy outcome and by source of funds in Europe and Central Asia, 2016–17 (\$)

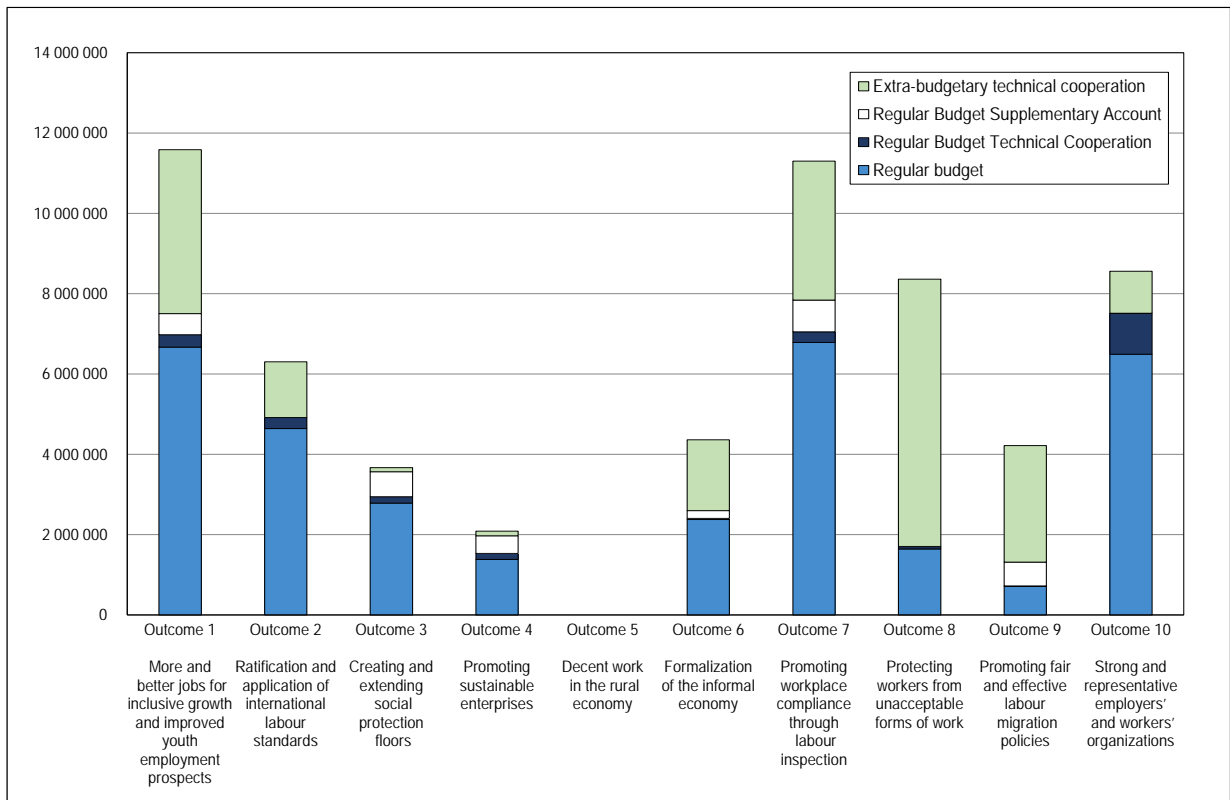


Figure 6. Contribution of ILO departments and regional programmes to policy outcome 1

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects

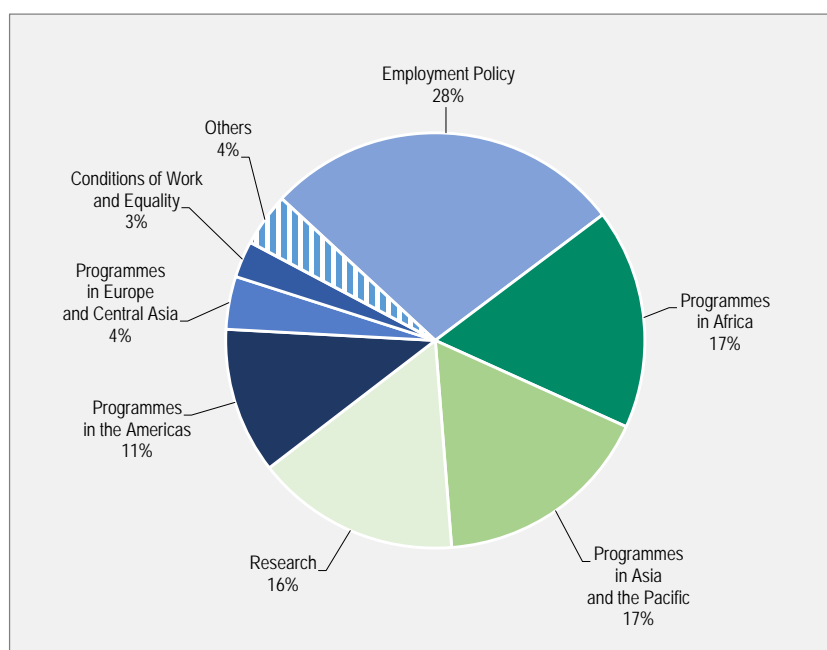


Figure 7. Contribution of ILO departments and regional programmes to policy outcome 2

Outcome 2: Ratification and application of international labour standards

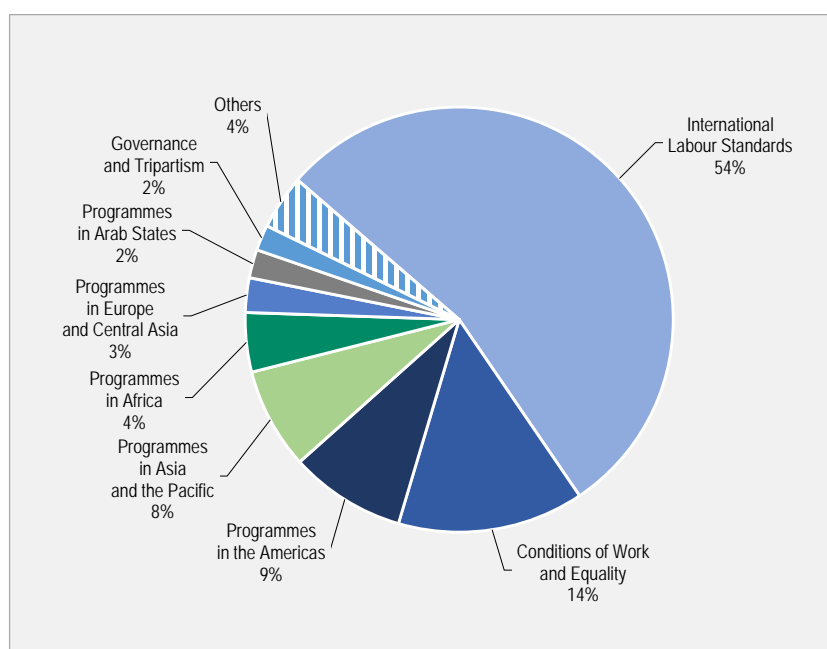


Figure 8. Contribution of ILO departments and regional programmes to policy outcome 3

Outcome 3: Creating and extending social protection floors

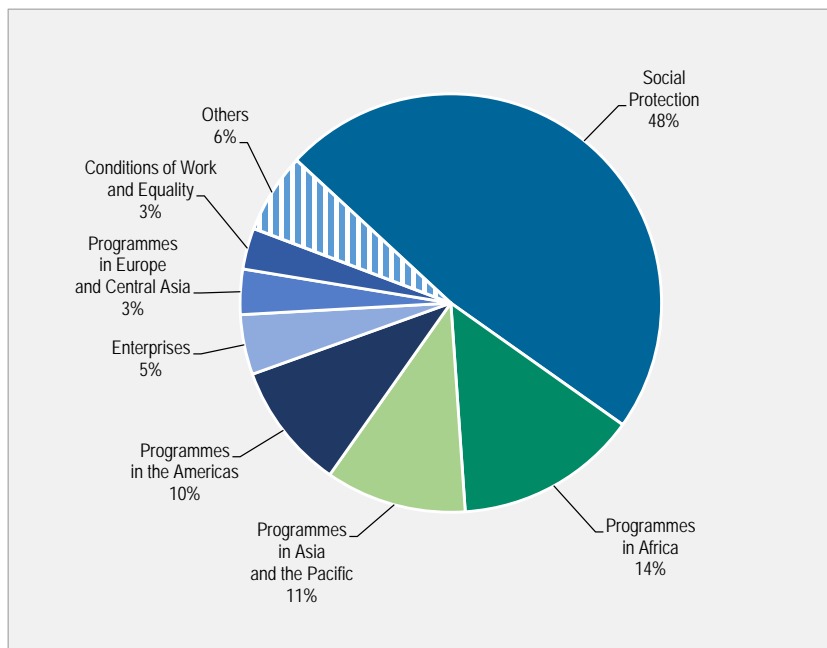


Figure 9. Contribution of ILO departments and regional programmes to policy outcome 4

Outcome 4: Promoting sustainable enterprises

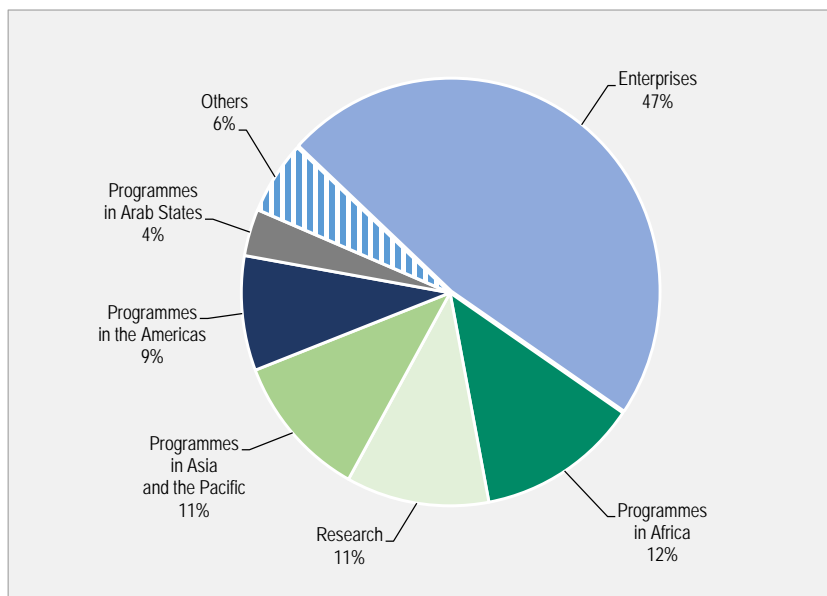


Figure 10. Contribution of ILO departments and regional programmes to policy outcome 5

## Outcome 5: Decent work in the rural economy

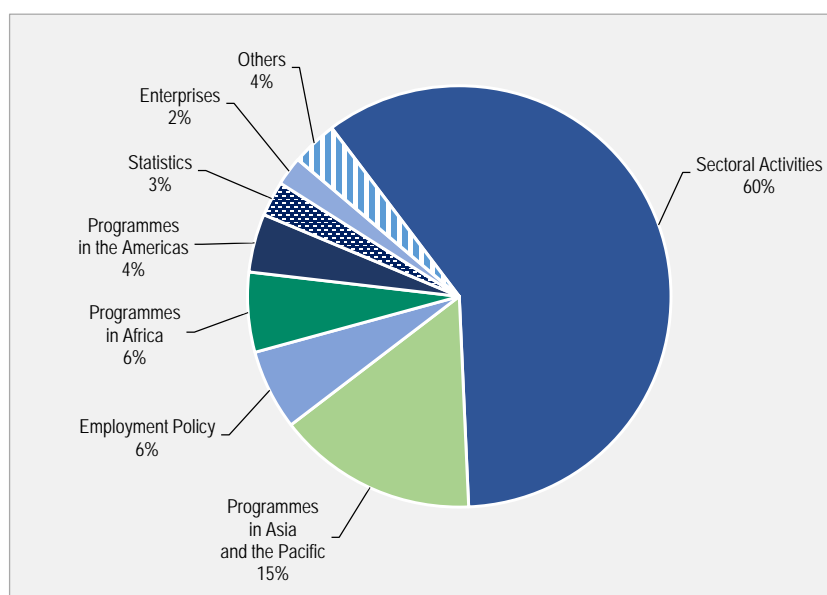


Figure 11. Contribution of ILO departments and regional programmes to policy outcome 6

## Outcome 6: Formalization of the informal economy

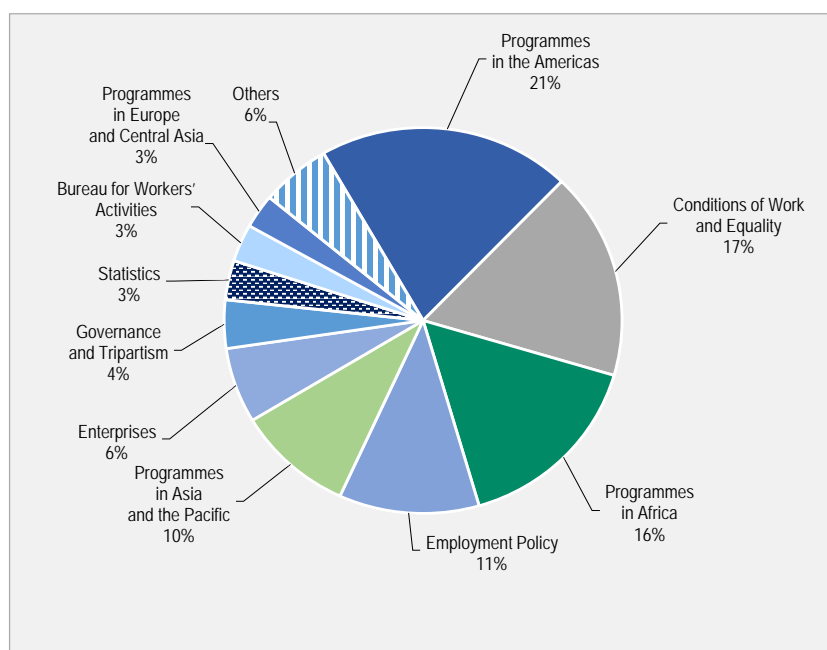


Figure 12. Contribution of ILO departments and regional programmes to policy outcome 7

Outcome 7: Promoting workplace compliance through labour inspection

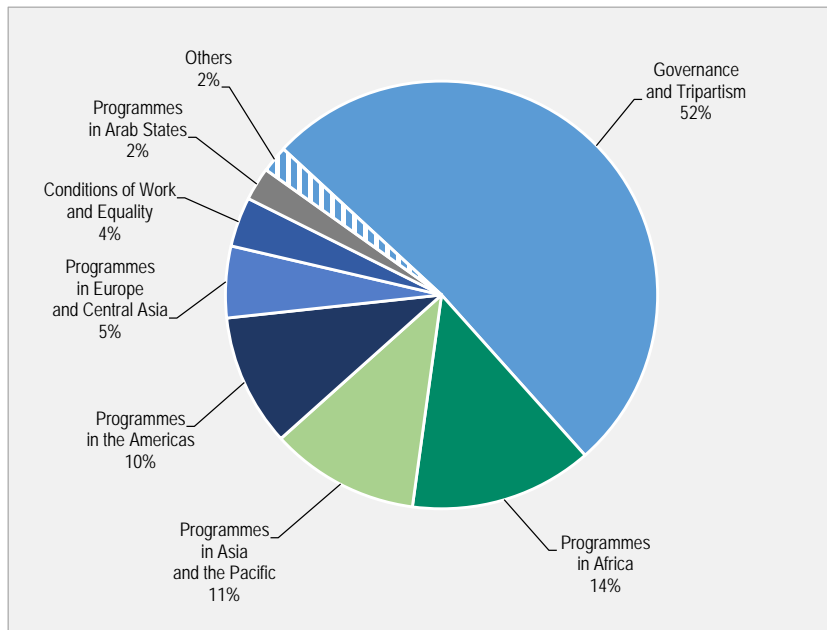


Figure 13. Contribution of ILO departments and regional programmes to policy outcome 8

Outcome 8: Protecting workers from unacceptable forms of work

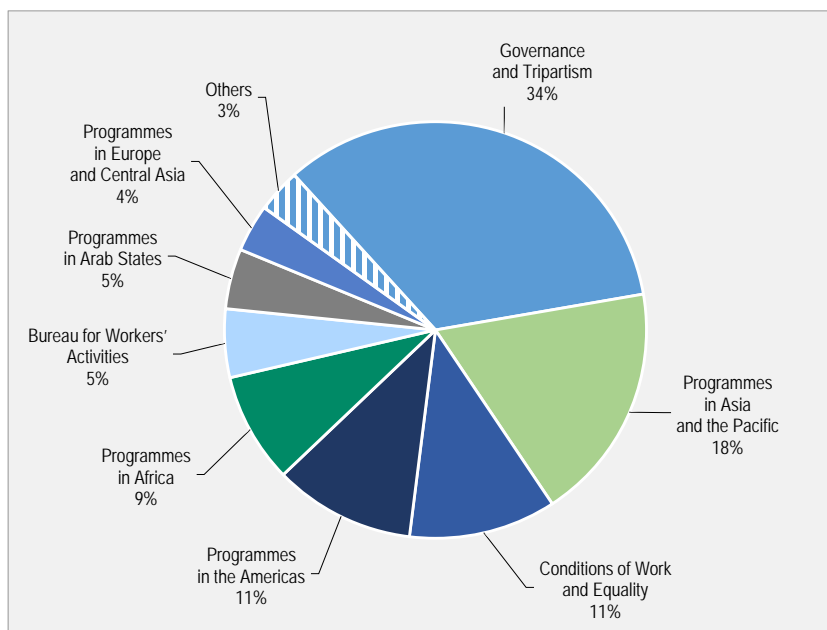


Figure 14. Contribution of ILO departments and regional programmes to policy outcome 9

## Outcome 9: Promoting fair and effective labour migration policies

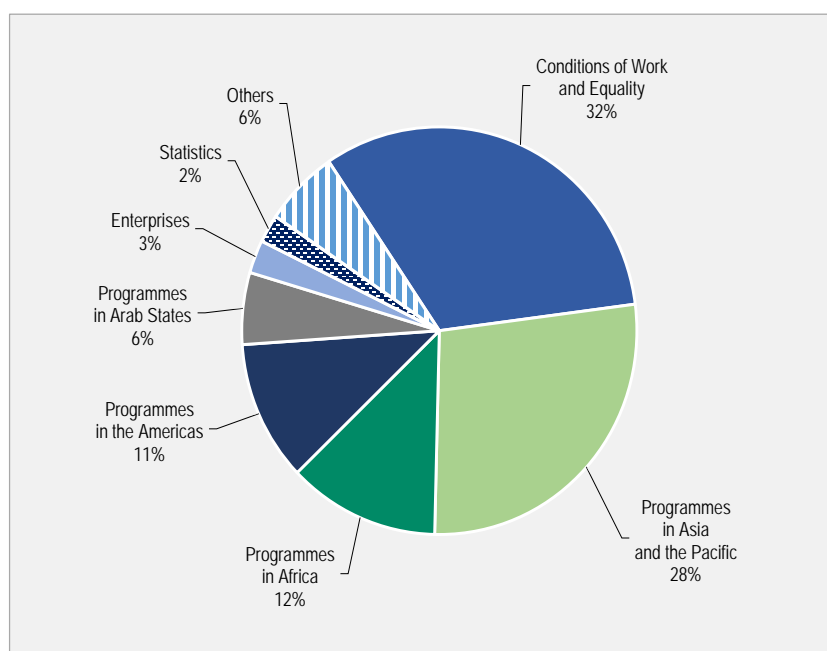


Figure 15. Contribution of ILO departments and regional programmes to policy outcome 10

## Outcome 10: Strong and representative employers' and workers' organizations

