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Decent work results

Purpose of the document

This document is submitted for debate and guidance.

Relevant strategic objective: All four strategic objectives.

Main relevant outcome: 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 future reporting, on the implementation of the ILO programme for 2020–21 and on the preparation of the Programme and Budget proposals for 2022–23.

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

Related documents: Programme and Budget for the biennium 2018–19 and [Strategic Plan for 2018-21](#).

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Preface

This programme implementation report is a key instrument for the accountability of the Office to the ILO's constituents. Complemented by an online Decent Work Results Dashboard and an interactive digital narrative (InfoStory), the report provides information on the resources available to the Organization, how they were used and the changes they made possible. Constituents' feedback on the report will guide Office efforts to achieve continued improvements in reporting in line with their expectations.

The report covers the historic milestone of the Organization's 100th anniversary in 2019. The adoption of the ILO Centenary Declaration for the Future of Work by the International Labour Conference (ILC) in June 2019 reaffirmed the relevance and significance of the ILO's mandate in the twenty-first century and the imperative of shaping a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all. The UN General Assembly subsequently adopted a Resolution in support of the ILO Centenary Declaration recognizing that these are key elements of sustainable development and should be a priority objective for national policies and international cooperation.

The content of the Centenary Declaration is the basis for the programme of work for the 2020–21 biennium that was adopted by the Governing Body in November 2019 as a first step in realizing its objectives.

During the biennium, the ILO continued providing support to governments, employers' and workers' organizations in their efforts to promote social justice through decent work, while deepening the analysis of the drivers of change in the world of work and strengthening partnerships with other parts of the multilateral system in the context of the UN reform. The ILO also continued to build on the results of its earlier reform efforts aimed at ensuring that it is a more effective and efficient organization, based on a strong and universally recognized mandate.

This report and the Decent Work Results Dashboard show progress in 135 countries with 844 results across the ten policy outcomes of the Programme and Budget for 2018–19. Activities continued to be grounded on tripartism, international labour standards and social dialogue, with recognition of the need to support the capacity development of tripartite constituents. The results also contributed to the achievement of the Sustainable Development Goals.

Progress is reflected in the evolution of some decent work-related SDG indicators, including the reduction of the working poverty rate and the increase of the population covered by social protection. Other indicators, however, present a different scenario. The increase of young men and – especially – women who are not in education, employment or training and the reduction of the annual growth rate of real GDP per employed person are worrying signs. They point to the acute decent work deficit affecting youth and the pervasiveness of inequality worldwide linked to world of work issues.

The current slowdown in economic growth and the increase in social and political conflicts in a rapidly transforming world of work intensify the decent work challenge. It calls for innovative thinking and creative approaches in a highly competitive and demanding environment. The message of this implementation report is that change for the better is possible. It requires building inclusive and diverse coalitions towards shared decent work goals, as well as coherent policies and increased investments in people, institutions of work and employment creation.

Guy Ryder
Director-General

Abbreviations

ASEAN	Association of Southeast Asian Nations
DWCP	Decent Work Country Programme
EBMOs	Employers' and Business Membership Organizations
ECOWAS	Economic Community of West African States
EPIC	Equal Pay International Coalition
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
ILC	International Labour Conference
ILOSTAT	ILO database on labour statistics
IMF	International Monetary Fund
IOAC	Independent Oversight Advisory Committee
IOE	International Organisation of Employers
IOM	International Organization for Migration
IPSAS	International Public Sector Accounting Standards
IRIS	Integrated Resource Information System
ITUC	International Trade Union Confederation
LMAC	Labour Migration Advisory Committee of the African Union
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSH	occupational safety and health
PAGE	Partnership for Action on Green Economy
RBM	results-based management
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
SADC	Southern African Development Community
SCORE	Sustaining Competitive and Responsible Enterprises
SDG	Sustainable Development Goal
SSTC	South–South and triangular cooperation
SMEs	small and medium-sized enterprises
TVET	technical and vocational education and training
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDG	United Nations Sustainable Development Group

Introduction

1. The programme implementation report is the main accountability instrument of the ILO to its Governing Body, the International Labour Conference and its constituents and development partners. The report describes the performance of the Organization against the commitments made in the Programme and Budget for 2018–19, presenting achievements realized with the resources entrusted to the ILO and highlighting areas for further improvement.
2. This edition of the report covers the celebration of the ILO's 100th anniversary which generated a powerful mobilization around the ILO mandate and policy agenda, culminating in the International Labour Conference and the adoption of the ILO Centenary Declaration for the Future of Work in June 2019.
3. The structure of the report is the following:
 - Part I summarizes the work of the ILO during the biennium. It describes major decent work trends and presents the highlights of the Centenary year and its outcomes that will shape the work of the Organization in the coming years. This part also includes information on how decent work contributed to sustainable development, identifies the main milestones of the ILO's normative work during the biennium, and presents the budget and expenditures in 2018–19.
 - Part II focuses on organizational performance during the biennium, presenting decent work results and the ILO's delivery on the budget allocated to policy outcomes. It also provides information on and analysis of the cross-cutting policy drivers and the enabling outcomes of the Programme and Budget for 2018–19.
 - Part III presents lessons learned from the implementation of the programme and from evaluations. These were instrumental in formulating the programme for 2020–21 and will help guide its implementation.
4. The ILO programme implementation report is the product of collaborative work involving all ILO departments and offices. The volume of information cannot be summarized in a single document. The report is therefore only one of the elements of a broader accountability and communication effort, which includes an interactive digital narrative ([InfoStory](#)) and the updated version of the [ILO Decent Work Results Dashboard](#). These platforms provide detailed information by outcome, by region and by country with a range of videos, stories and testimonials that illustrate the impact of the ILO's work on the lives of people and the realization of the ILO's social justice mandate.

Part I. The ILO at work in 2018–19

5. The 2018–19 biennium was unique because it included celebrations to mark the Organization’s 100th anniversary. The programme of work continued to place decent work at the forefront of sustainable development, with a focus on maximizing the opportunities generated by the Centenary and on preparing the Organization in its second century.

Decent work trends

6. Sluggish global economic growth, increasing pressure on the multilateral system, and changes to the world of work brought increasing uncertainty and challenges for ILO constituents worldwide during the biennium.
7. Economic activity slowed significantly in the last three quarters of 2018 and remained weak in 2019, especially in the manufacturing sector. The following table includes labour-related indicators from which decent work trends can be extrapolated. Most of these indicators are also used to measure progress towards the Sustainable Development Goals (SDGs).

Key trends in decent work indicators 2016–19 (percentage)

	2016 (%)	2017 (%)	2018 (%)	2019 (%)
Employment to population ratio (aged 15 years and above), by sex	57.7	57.6	57.6	57.4
Female	44.8	44.8	44.8	44.6
Male	70.6	70.5	70.5	70.3
Working poverty rate Proportion of employed population below the international poverty line (linked to SDG indicator 1.1.1)	8.0	7.7	7.4	7.1
Female	8.2	7.9	7.7	7.5
Male	8.0	7.6	7.2	6.9
Annual growth of real GDP per employed person (linked to SDG indicator 8.2.1)	2.2	2.5	2.2	1.9
Unemployment rate (SDG indicator 8.5.2)	5.7	5.6	5.4	5.4
Female	5.9	5.8	5.6	5.6
Male	5.5	5.4	5.3	5.3
Youth (aged 15–24 years)	13.8	13.7	13.5	13.6
Proportion of youth (aged 15–24 years) not in education, employment or training (SDG indicator 8.6.1)	21.6	21.7	21.9	22.2
Female	30.8	30.8	30.8	31.1
Male	12.0	13.2	13.5	13.8
Proportion of women in managerial positions (SDG indicator 5.5.2)	27.4	27.6	27.8	27.9
Proportion of population covered by social protection floors/systems (SDG indicator 1.3.1)	45.2	–	–	49.1

Source: ILO modelled estimates, November 2019.

8. The global unemployment rate remained relatively stable, falling from 5.6 per cent in 2017 to 5.4 per cent in 2018 and 2019. This is equivalent to around 188 million unemployed people globally. Youth unemployment remained consistently higher than adult

unemployment, at 13.6 per cent in 2019, equivalent to around 68 million young women and men worldwide. Worryingly, one in five young people were not in employment, education or training. More than 30 per cent were women.

9. The proportion of people in working poverty continued to fall, declining from 7.7 per cent in 2017 to 7.1 per cent in 2019. However, more than 630 million workers – mostly in low-income countries – still do not earn sufficient income to escape poverty. Self-employment and informality remained widespread. Annual growth in real GDP per employed person declined, from 2.5 per cent in 2017 to 1.9 per cent in 2019. Many countries continue making progress in the extension of social protection coverage, which increased globally by around 4 percentage points between 2015 and 2019. To achieve SDG target 1.3, however, further efforts have to be made, as more than half of the world population remain unprotected.
10. Social unrest increased in many countries around the world during the biennium. Protests, demonstrations and strikes multiplied, expressing discontent at the social, economic or political situation. The issues at stake often reflected the pervasiveness of inequality and its consequences, and also highlighted the continued relevance of the ILO's mandate for social justice through decent work.
11. The ILO report *Time to Act for SDG 8* confirmed that progress towards sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all is slowing in many parts of the world, despite isolated pockets of achievement. There is an urgent need to accelerate transformative change, in line with the SDGs and the Decent Work Agenda.

The ILO Centenary: Celebrating the past and building a brighter future of work

12. The ILO's Centenary in 2019 provided an opportunity to reflect on the Organization's rich past and historic achievements. Most importantly, it also offered an opportunity to look to the future and assess the role of the ILO in a world of work undergoing rapid transformations driven by technological innovation, demographic shifts, globalization, and environmental and climate change.
13. The Future of Work Initiative was launched in 2015 to provide an analytical basis for shaping a future of work framed by ILO values. The Initiative included more than 110 national and supranational tripartite dialogues on the future of work held in 2016 and 2017. In 2018, a Global Commission on the Future of Work was established, chaired by the Prime Minister of Sweden and the President of the Republic of South Africa and composed of prominent figures from academia, governments and the social partners. The report of the Global Commission, launched in January 2019, inspired further debate among ILO constituents and others, which subsequently made an important contribution to the negotiations that resulted in the *ILO Centenary Declaration for the Future of Work*.

Work for a Brighter Future

The report of the Global Commission on the Future of Work, *Work for a brighter future*, outlined the vision of a human-centred agenda for the future of work based on investment in people's capabilities, in the institutions of work, and in decent and sustainable work. It included specific recommendations for governments, the social partners and other stakeholders, aimed at improving the quality of working lives, expanding choice for all, closing the gender gap and reversing global inequality. The report was based on a series of *research papers* and *national dialogues* that made an important contribution to knowledge on the future of work.

14. The *108th Session of the ILC* brought together more than 6,300 participants, including 162 ministers, leaders of employers' and workers' organizations, and other high-level

guests. Thirty-four Heads of State and Government and the UN Secretary-General addressed the Conference. The result was a powerful reaffirmation of the ILO's founding vision and its social justice mandate, testament to the widespread political support for the ILO and its work. In addition to the Centenary Declaration, the ILC also adopted a second historic document, the [Violence and Harassment Convention, 2019 \(No. 190\)](#).

15. More than 600 global, regional and national activities to celebrate the ILO Centenary took place during 2019, many of them led by the ILO constituents, including the ratification of Conventions, advocacy and awareness-raising campaigns, thematic meetings and forums, and sporting and artistic events. Examples of global initiatives that created greater external awareness of the ILO's role are:
 - the launch of the ILO Centenary year on 22 January 2019;
 - the 24-hour Global Tour, on 11 April 2019, that linked ILO offices and constituents around the world in a non-stop webcast that highlighted the diversity of ILO activities and demonstrated the global reach of the Organization;
 - the ILO100 global communications campaign, "Taking the ILO to the people" which used simple, strong, messages and images to connect with the public;
 - the ILO Open Day, held in Geneva on 15 October 2019, which attracted nearly 1,600 visitors, including 700 students from local schools; and
 - the [Global Social Protection Week](#), held in Geneva from 25 to 28 November 2019, which brought together more than 500 participants to discuss the social and economic returns of social protection.
16. The last major event of the Centenary year was the [14th African Regional Meeting](#) carried out in December 2019. The Abidjan Declaration adopted by the constituents in this meeting, "Advancing Social Justice: Shaping the future of work in Africa", aligned with the Centenary Declaration, defines the priorities for the region.
17. The ILO Centenary succeeded in increasing the visibility and impact of the ILO, and built support for the ILO's social justice mandate and the Decent Work Agenda. It also positioned the ILO to take a leadership role in global policy debates on the future of work.

The ILO Centenary Declaration: A road map towards a human-centred future of work

18. The [ILO Centenary Declaration](#) calls for a human-centred approach to the future of work that puts workers' rights and the needs, aspirations and rights of all people at the heart of economic, social and environmental policies.
19. The Declaration is the political and practical response of ILO constituents to both persistent and new decent work challenges. It constitutes both a road map and a rallying call for all member States, to shape a future of work based on decent work for all. It also creates a platform for cooperation within the international community. The United Nations Secretary-General has described the Declaration as a shift in the paradigm of how we look at development, and a historic opportunity to open a door to a brighter future for people worldwide.
20. The Centenary Declaration calls for action in three areas: (1) increasing investment in people's capabilities so everyone can take advantage of the opportunities offered by the

future of work; (2) increasing investment in the institutions of work to ensure adequate protection for all workers; and (3) increasing investment in decent and sustainable work so more decent jobs are created.

21. It reaffirms the critical role of international labour standards, social dialogue and tripartism in achieving social justice. It also encourages the ILO to take a central role in the multilateral system, and to maintain the highest standards of research, and statistical and knowledge management.
22. The Centenary Declaration shaped the ILO's [Programme of work for 2020–21](#) adopted by the Governing Body in November 2019. The programme provides both a focused approach for immediate action and sets the stage for the longer process of turning the Declaration's ambitions into action.
23. The Declaration has already received strong support from other international organizations, including the United Nations, the G20 and the Council of the European Union, all of whom have called for its immediate implementation.

The General Assembly of the United Nations welcomed the adoption of the Centenary Declaration and encouraged its implementation. It requested "... *United Nations funds, programmes, specialized agencies and financial institutions to continue to mainstream the goals of full and productive employment and decent work for all in their policies as well as to consider the integration of the policy contents of the International Labour Organization Centenary Declaration for the Future of Work, as part of the United Nations Sustainable Development Cooperation Framework, in order to inform the work of the United Nations country teams, as appropriate, and in line with national priorities*". The General Assembly also encouraged its member States "... *to consider applying the principles set out in the International Labour Organization Centenary Declaration for the Future of Work at the national level in an effort to promote policy coherence around the promotion of full and productive employment and decent work for all*".

Source: UN. General Assembly. 2019. [International Labour Organization Centenary Declaration for the Future of Work](#). Resolution of the United Nations General Assembly, [A/RES/73/342](#) (New York).

Decent work at the heart of sustainable development

24. The Centenary Declaration reiterates the central role of decent work in the 2030 Agenda for Sustainable Development (2030 Agenda) and the importance of this objective for the entire United Nations.
25. During 2018–19, the United Nations made significant progress in implementing the Secretary-General's strategy to reposition its development system and improve delivery on the 2030 Agenda. This included the launch of a new generation of UN Country Teams and revised functions and accountability mechanisms for Resident Coordinators (from January 2019). It also led to the launch of new guidance to position the United Nations Sustainable Development Cooperation Frameworks as the main UN planning instrument in countries, reflecting the collective support of all UN entities for achieving the SDGs (released in June 2019).
26. The ILO, with guidance from its Governing Body, actively contributed to these processes. The Organization remained a member of the core group of the United Nations Sustainable Development Group ([UNSDG](#)), as well as of the four UNSDG results groups, on Sustainable Development Goal implementation, strategic financing, business innovations and strategic partnerships. ILO field offices also actively engaged in the design and roll-out of the reform measures, at regional and country levels.

27. In July 2019, the ILO officially expressed support for the request of the International Organisation of Employers (IOE) and the International Trade Union Confederation (ITUC) to obtain observer status at the UN General Assembly.

SDG 8 – Time to act

In 2019, the ILO made a significant contribution to the thematic review of the implementation of the SDGs related to people's empowerment, inclusiveness and equality. This review was carried out by the United Nations' High-level Political Forum on Sustainable Development, under the auspices of the Economic and Social Council.

The ILO report *Time to Act for SDG 8* concludes that it is essential to speed up progress towards SDG 8. A comprehensive and integrated policy agenda is required that takes into account its dynamic interlinkages with the other SDGs. Greater commitment to the multilateral approach is also urgently needed if the vision of SDG 8 is to be realized, requiring both national and international efforts to design, finance and implement innovative policies in its support.

28. During the biennium the ILO increased its capacity development work, notably through its International Training Centre in Turin (the Turin Centre), to equip constituents to participate in SDG-related processes. This work was accompanied by action to reinforce dialogue and collaboration between ILO staff and UN Resident Coordinators in the regions. As part of this, a regional meeting was organized in Latin America and the Caribbean in September 2019, to exchange knowledge and information, in particular on the future of work, with representatives of the UN Development Coordination Office and Resident Coordinators in the region.
29. The ILO also deepened its engagement with the leadership of multi-stakeholder alliances established to support the SDGs. These include *Alliance 8.7* on the eradication of child labour and forced labour; the *Equal Pay International Coalition* (EPIC); the *Universal Social Protection 2030* initiative; the *Partnership for Action on Green Economy* (PAGE); the *Global Deal for Decent Work and Inclusive Growth*; and the *UN's Global Initiative on Decent Jobs for Youth*.
30. In addition, the ILO pursued the promotion of decent work at the global level through increased engagement in policy and operational partnerships with the G20, the G7, the BRICS (Brazil, Russian Federation, India, China and South Africa), and other regional institutions, multilateral forums, development partners and the private sector. *A joint declaration by labour and employment ministers of the BRICS countries* issued in 2018 emphasized their commitment to social dialogue to respond to future of work challenges. The ILO participated actively in the G20 meetings of labour and employment ministers and in the G20 summits held in Argentina (2018) and Japan (2019), contributing to the meetings' outcome documents through the provision of technical inputs on issues such as informality, skills, gender gaps, ageing, digital platforms and the future of work.

"To shape a human-centred future of work, we seek to ensure coherence between policies for strong, sustainable, balanced and inclusive economic growth, social inclusion, full and productive employment, and decent work. We recognize that action and cooperation with social partners is key to ensuring that the future of work builds on appropriate responses to demographic transitions, further progress in gender equality, and sound development of new forms of work. We will also continue to pursue our commitments to address labour market and social challenges."

Source: *Shaping a Human-Centered Future of Work*, Ministerial Declaration of the G20 Labour and Employment Ministers' Meeting, Matsuyama, Japan, September 2019.

New milestones in the ILO's normative work

31. The ILO's normative work continued in 2018–19 and the Centenary Declaration confirmed the need for a clear, robust and up-to-date body of international labour standards that respond to changes in the world of work, protect workers and take into account the needs of sustainable enterprises. During the biennium, the Standards Review Mechanism Tripartite Working Group met twice and completed the review of 35 instruments, covering occupational safety and health (OSH), labour inspection, labour statistics and employment policy.
32. The [Violence and Harassment Convention 2019 \(No. 190\)](#), is the first-ever global treaty against violence and harassment at the workplace and the first Convention adopted by the ILC since 2011. The positive global reception given to Convention No. 190 and its accompanying Recommendation testifies to their relevance and timeliness.

Towards a world of work free of violence and harassment

On 21 June 2019, the ILC adopted the Violence and Harassment Convention (No. 190) and its accompanying Recommendation (No. 206), 2019. These instruments provide an overall framework through which to put an end to violence and harassment in the world of work.

The Convention calls for the right of all women and men to a workplace free from violence and harassment and that this right be respected, promoted and realized. It provides the first common definition of the terms "violence and harassment". The Convention and the Recommendation envisage implementation will come through a programme of integrated action, including protection, prevention, enforcement, remedies, guidance, training and awareness-raising. The Convention will enter into force 12 months after two member States have ratified it.

33. In 2019, the ILO launched the [Centenary Ratification Campaign](#), inviting governments, employers' and workers' organizations in its 187 member States to ratify at least one Convention or Protocol during the Centenary year. While the campaign did not achieve its ambitious target, the 70 ratifications registered in 2019 is a very significant increase compared to 45 in 2018 and 44 in 2017.
34. Significantly, five member States ratified the Worst Forms of Child Labour Convention, 1999 (No. 182) during the biennium. This fundamental Convention now needs just one more ratification to become the first universally ratified international labour standard. Another significant achievement was the ratification by 11 member States of the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), during the biennium, as many as had ratified it in the previous seven years.

Budget and expenditure highlights

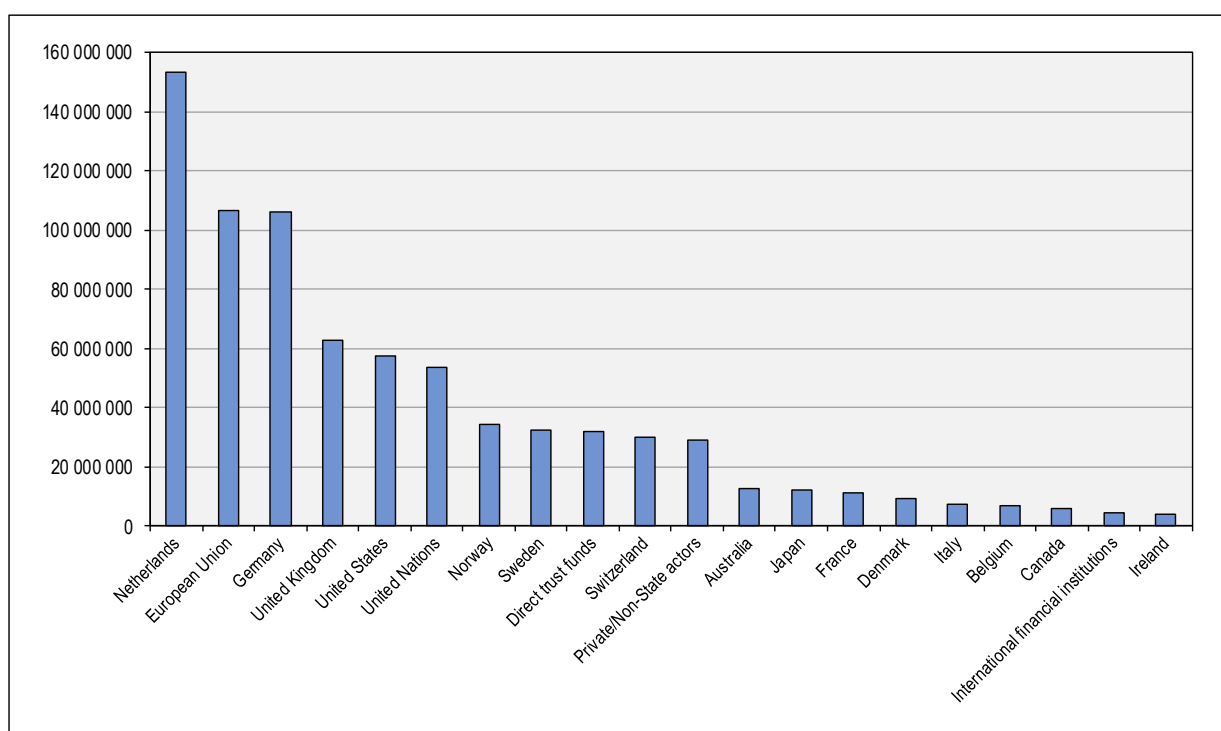
35. The total ILO budget for 2018–19 was US\$1,270.5 million, comprising 62 per cent from assessed contributions (regular budget) and 38 per cent from estimated voluntary contributions. Total actual expenditure over the biennium amounted to US\$1,277.7 million, due to increased expenditure arising from voluntary contributions.

Where do the ILO resources come from?

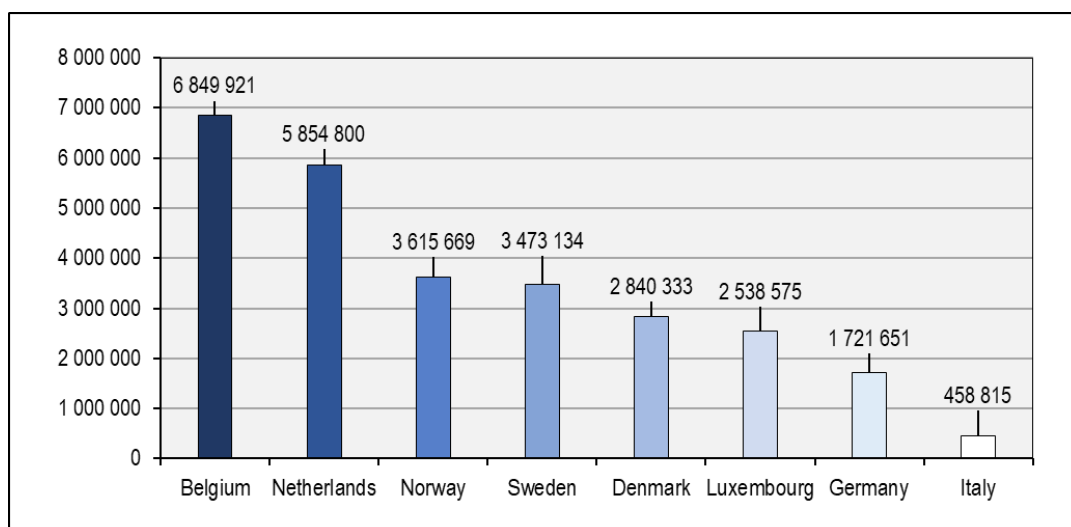
36. The implementation of the ILO programme is financed by member States' assessed contributions to its regular budget and voluntary contributions from donors. The level of the assessed contributions is fixed by the ILC when the budget for the biennium is approved (US\$784.1 million for 2018–19). The established practice is to harmonize the rates of assessment of ILO member States with the rates of assessment in the United Nations.

37. Voluntary contributions are provided for development cooperation projects or as unearmarked funding through the Regular Budget Supplementary Account (RBSA). These contributions come from development partners, including governments, multilateral organizations and private bodies. A share of the ILO's voluntary contributions also come from the domestic resources of the member States that request ILO assistance, through direct trust funds, or as part of South–South and triangular cooperation (SSTC) agreements.
38. New approvals of voluntary funding in 2018–19 reached US\$791 million, an increase of 29 per cent from the level in 2016–17. The top 20 donors accounted for 97 per cent of voluntary contributions. Unearmarked funding from the eight contributors to the RBSA in 2018–19 totalled US\$27.4 million, a 6 per cent decrease from 2016–17.¹

Figure 1. Top 20 contributors to extrabudgetary funding in 2018–19 (US\$)

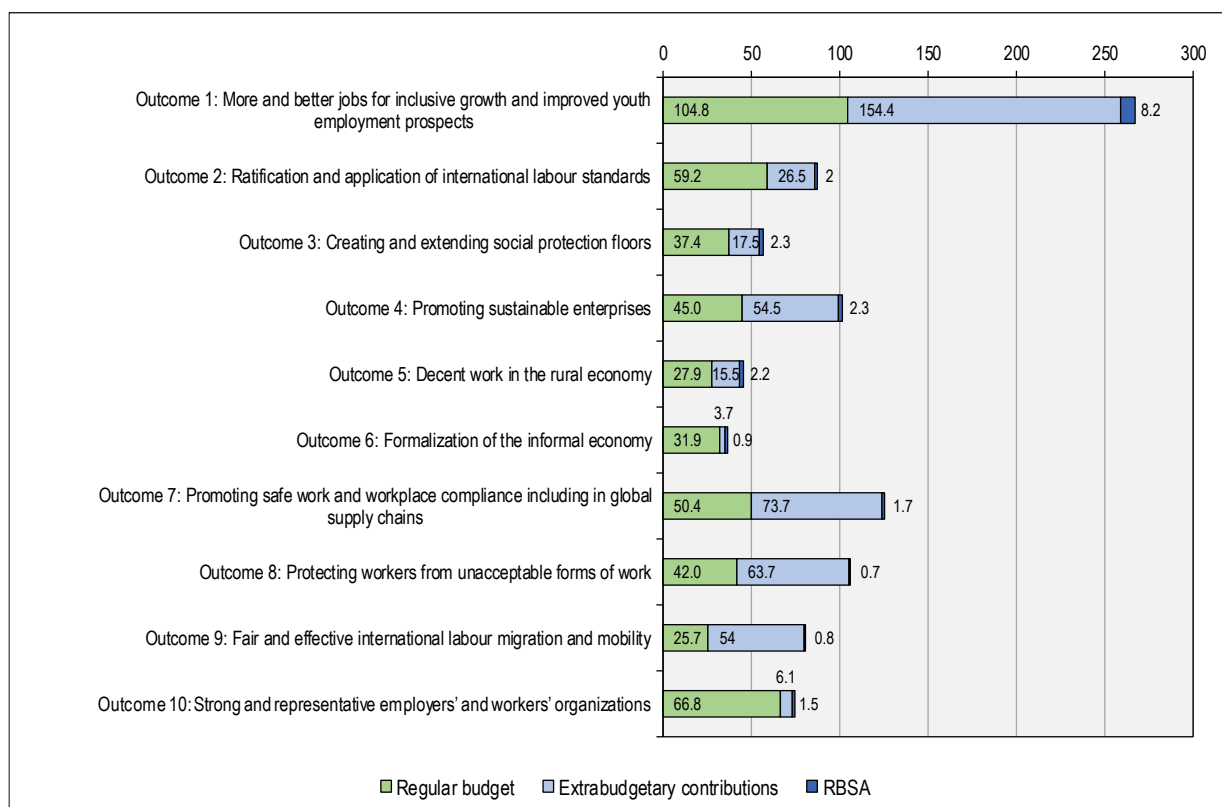


¹ Additional information on the ILO's development cooperation strategy and resources is presented in the section concerning enabling outcome C.

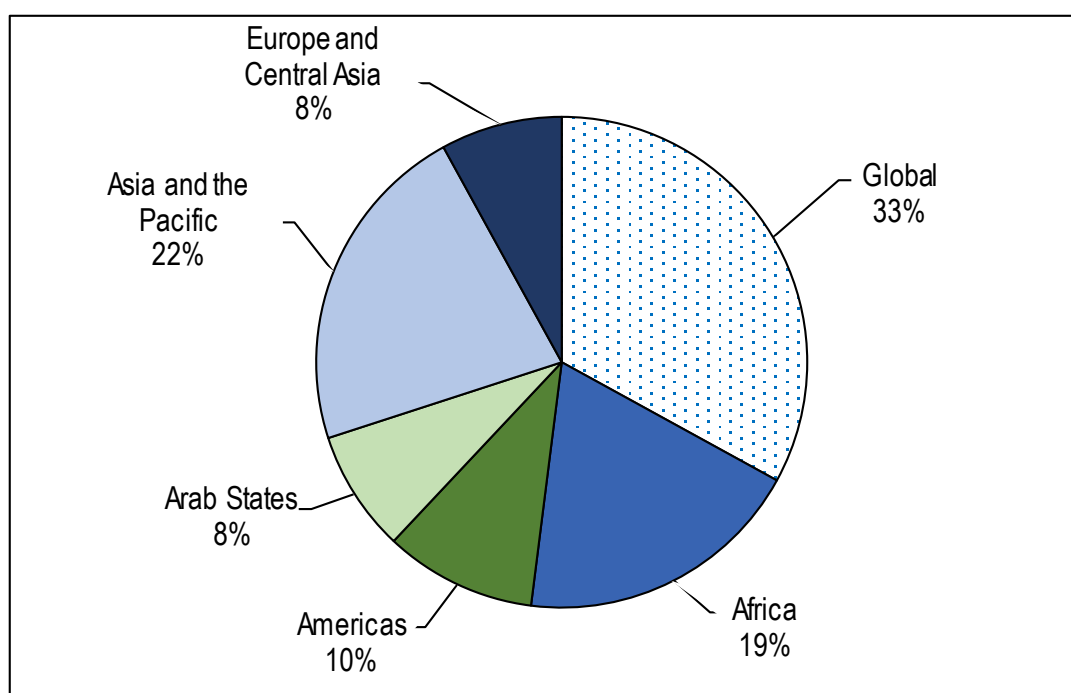
Figure 2. Donors to the RBSA in 2018–19 (US\$)

Where are the ILO resources spent and on what?

- 39.** In 2018–19, the ILO spent US\$983.3 million on delivering the ten policy outcomes included in its programme (excluding support services). Of this, US\$491.1 million came from the regular budget, US\$469.6 million from voluntary funding and US\$22.6 million from the RBSA. Voluntary funding expenditure accounted for 50.1 per cent of total expenditure on the policy outcomes. Overall, regular budget expenditure was in line with the budget set at the beginning of the biennium (99.1 per cent delivery rate), with slight variations across policy outcomes. The largest share of voluntary funding expenditure was on outcome 1 (32.9 per cent), while the smallest share went to outcome 6 (0.8 per cent). Voluntary funding expenditure on policy outcomes 1, 2, 5 and 9 exceeded the estimates established at the outset of the biennium. The largest RBSA expenditure was on outcome 1 (36.3 per cent), while the smallest share went to outcome 8 (3.1 per cent). The share of RBSA expenditure dedicated to outcome 2 increased to 8.9 per cent as compared to 4.2 per cent in 2016–17. Additional information on ILO expenditure in 2018–19, categorized by policy outcome, is contained in Part II and in Appendix I.

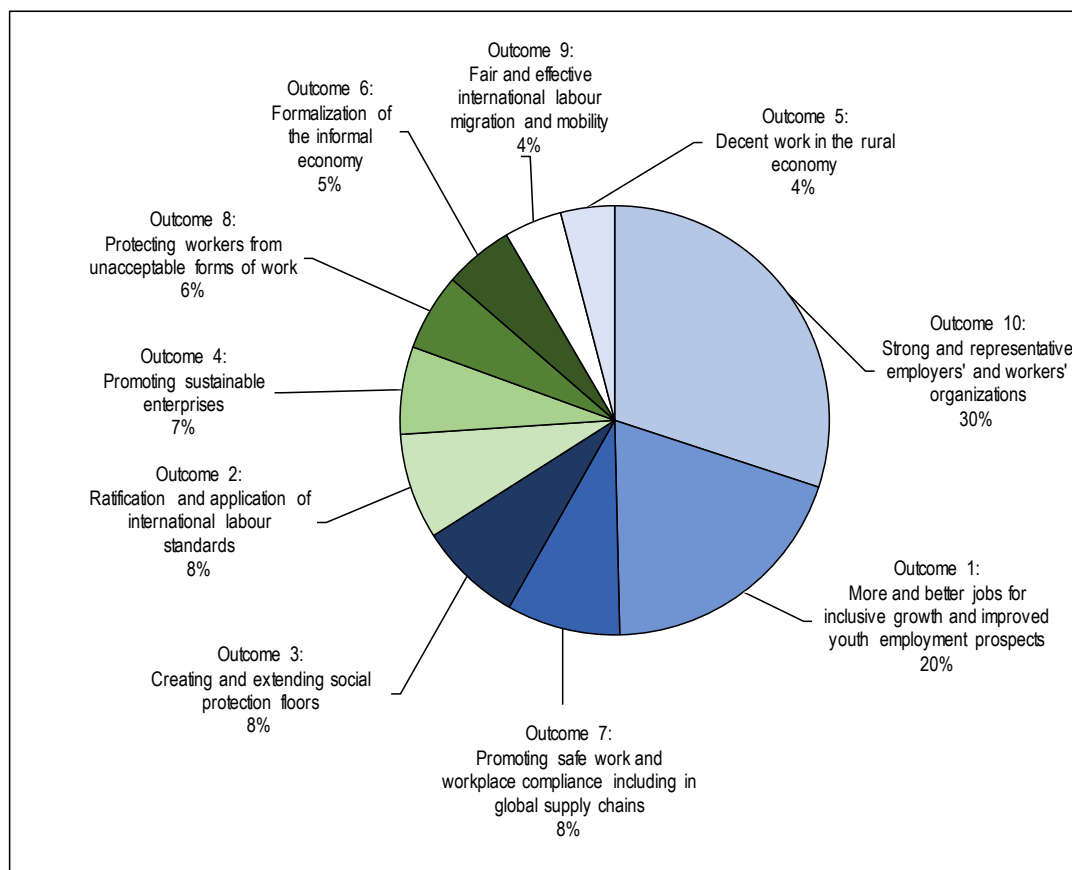
Figure 3. Total expenditure by policy outcome (in US\$ million)

40. Sixty-seven per cent of expenditure on the delivery of the policy outcomes was in the regions, with 33 per cent dedicated to global activities on knowledge and capacity development, policy and normative advice.

Figure 4. Total expenditure by region (percentage)

41. A US\$38.5 million of the regular budget was spent on technical cooperation (RBTC) to support policy outcomes, advocacy for decent work, institutional capacity-building activities carried out through the Turin Centre and SSTC. Outcome 10 received the largest share of RBTC (30 per cent).

Figure 5. Distribution of RBTC expenditure by policy outcome (percentage)



Part II. Organizational performance

42. This part of the report provides an overview of the performance of the Organization in relation to the targets and commitments set out in the Programme and Budget for the biennium 2018–19. The analysis is based on a quantitative and qualitative assessment of achievements under the ten policy outcomes, the four cross-cutting policy drivers and the three enabling outcomes. Appendix I presents additional information on ILO expenditures in 2018–19, by policy outcome and by source of funds, and Appendix II includes detailed information on the enabling outcomes.

Decent work results and contribution to the SDGs

Overview of decent work results

43. In 2018–19, the ILO contributed to the achievement of 844 decent work results in 135 countries and territories across the ten policy outcomes, as compared to 850 targets set in the programme and budget for the biennium – an effectiveness rate of 99.3 per cent.

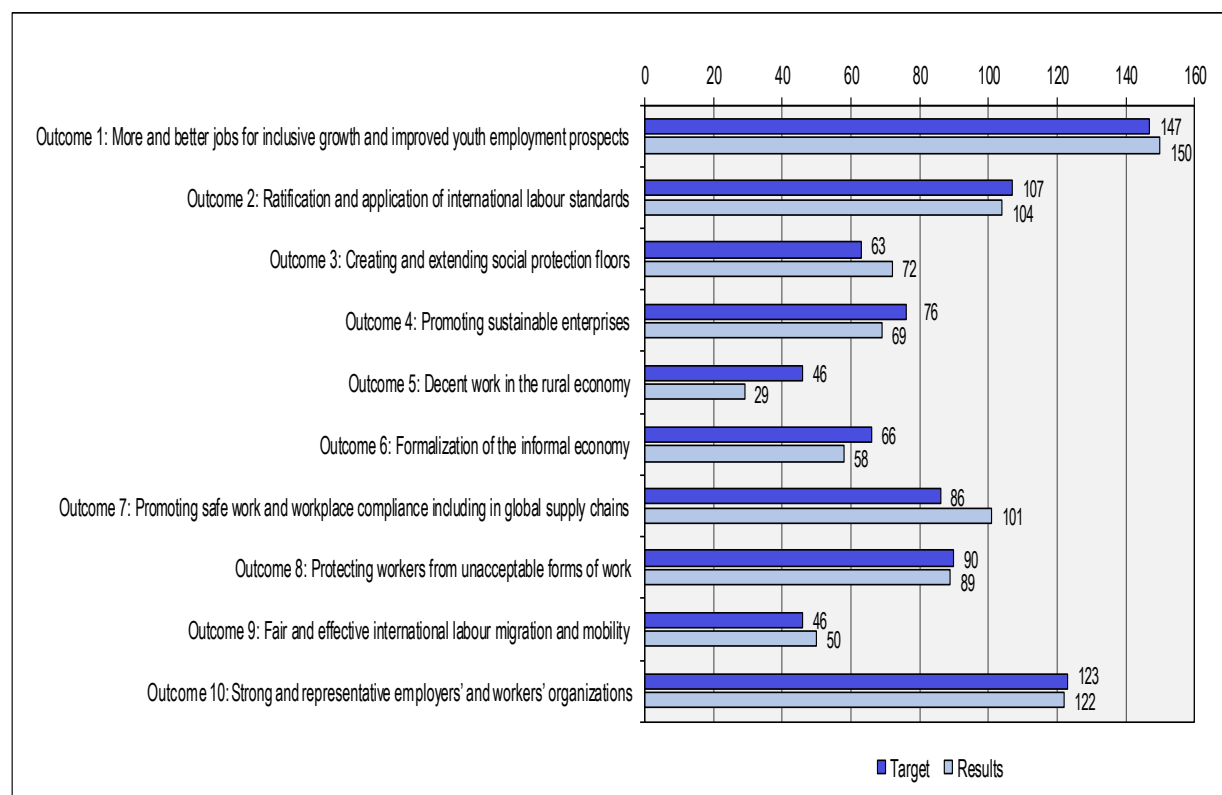
Decent work results

Through its network of more than 50 offices in the field and its headquarters in Geneva, the ILO provides services to its constituents across the world. The immediate purpose of these services is to develop the institutional capacity of governments, employers' and workers' organizations and to improve the normative and policy environment for decent work.

The Programme and Budget for 2018–19 includes ten policy outcomes and 36 indicators that measure the immediate effect of the ILO's efforts at country level, with specific criteria for success. A decent work result is therefore a change in capacities, legislation or policies in a given country produced during the biennium with ILO support that meets the criteria for success of the corresponding indicator.

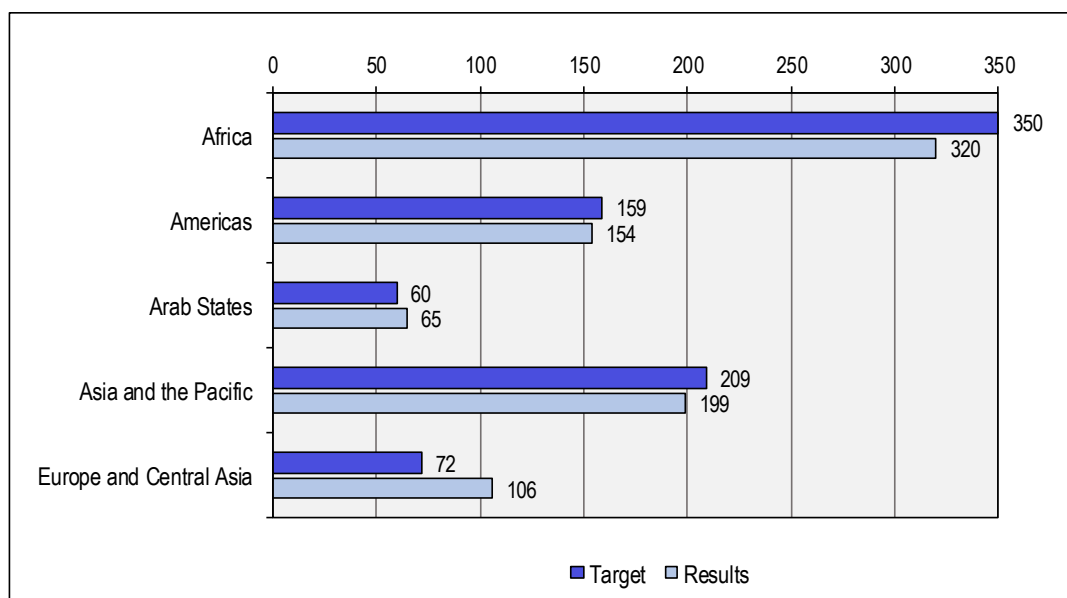
The [ILO Decent Work Results Dashboard](#) includes detailed performance information on the decent work results achieved during the biennium by country and by policy outcome.

44. Each decent work result is reported against one outcome, and each outcome includes integrated responses to contemporary challenges in the world of work. Each result, therefore, normally embeds dimensions of the four strategic objectives that frame the Decent Work Agenda – employment, social protection, social dialogue and tripartism, and fundamental principles and rights at work. Some of the decent work results achieved in the biennium contributed simultaneously to progress towards different outcomes, and therefore could have been reported under more than one. In such cases, a decision was made to report the result under the policy outcome for which progress as measured by the corresponding indicator was most significant. This has led to fewer results than expected being reported in policy areas such as formalization and decent work in the rural economy, which cut across most of the other policy outcomes.
45. The distribution of results across all policy outcome areas shows that progress was below target under outcome 2 on international labour standards, outcome 4 on sustainable enterprises, outcome 5 on decent work in the rural economy and on outcome 6 on transitions from the formal to the informal economy. On the other hand, results achieved practically met or exceeded the targets set for the biennium in all other policy areas. Some of the differences could be attributed to the design of the results framework, the delivery capacity or to external unanticipated factors that affected the implementation of the programme. The outcome-specific sections that follow analyse the reasons with more detail.

Figure 6. Targets and results by policy outcome

- 46.** The distribution of decent work results across regions shows that the results either met or exceeded the targets set for 2018–19 in the Arab States and in Europe and Central Asia. The number of results was very close to the target in the Americas and Asia and the Pacific, while progress was below target in Africa. In all cases, the deviation from the established target was within a 10 per cent margin, with the exception of Europe and Central Asia, which exceeded the target by 47 per cent.
- 47.** In the Arab States, the higher number of results was a direct consequence of an expansion of the ILO's development cooperation portfolio in 2016–17 and the consequent increase in expenditure in 2018–19, which doubled as compared to the previous biennium. This was also the case in Europe and Central Asia, where development cooperation expenditure increased by more than 50 per cent. In the other three regions, Africa, the Americas and Asia and the Pacific, expenditure on development cooperation remained at the same level or decreased as compared to 2016–17.

Figure 7. Targets and results by region



48. Several countries have made progress in the four ILO strategic objectives during the biennium. In particular, the ILO has contributed to the achievement of 12 or more decent work results across several outcomes in 21 member States and territories – eight in Africa, eight in Asia and the Pacific, two in the Americas, two in the Arab States and one in Europe and Central Asia.
49. In many of these countries, such as Colombia, Jordan, Tunisia, Turkey and Viet Nam, this performance was largely due to a large and diversified portfolio of development cooperation projects. However, in other countries and territories, for example Argentina, Cameroon, India or the Occupied Palestinian Territory, the achievement of a large number of results was the consequence of a strategic use of limited resources to take advantage of opportunities for progress.

Strategic planning and integrated resources for decent work results in Viet Nam

The ILO has continued its cooperation with the tripartite constituents of Viet Nam for the implementation of the [Decent Work Country Programme \(DWCP\) 2017–2021](#), around three priorities: (i) promoting decent employment and an enabling environment for sustainable enterprises; (ii) extending social protection and reducing unacceptable forms of work; and (iii) building effective labour market governance which is compliant with fundamental principles and rights at work. The ILO implemented 24 development cooperation projects during the biennium, with a total expenditure above US\$17 million. These interventions, integrated with resources from the ILO's regular budget, the RBSA, and technical support of specialists from the Decent Work Teams, contributed to the achievement of important results. The main development partners during the biennium were the Governments of Ireland, Japan, Luxembourg, Norway, the Russian Federation, the United States of America and Switzerland, as well as the European Union.

The 2019 independent mid-term review of the DWCP showed significant progress in all the priority areas. Decent work results achieved during the biennium spanned across eight out of the ten ILO policy outcomes, including wage policies, collective bargaining, child labour, forced labour, labour migration and, in the context of the ILO's [Better Work](#) flagship programme, workplace cooperation. Most significantly, Viet Nam ratified the Right to Organise and Collective Bargaining Convention, 1949 (No. 98) in June 2019 and in November adopted a revised labour code that is better aligned with international labour standards, as it opens the possibility of freedom of association in enterprises and extends legal protection to workers without written contracts. As part of the process of achieving these results, employers' and workers' organizations and government agencies were equipped with knowledge and skills to influence policy design and to implement social and labour policies geared towards ensuring decent work – a central pillar of national social and economic development strategy.

**Leveraging extrabudgetary and RBSA resources to expand policy
and normative advice in Cameroon**

In 2018–19, the Government of Cameroon made significant progress in all four strategic objectives of the Decent Work Agenda. In the context of the tripartite [Decent Work Country Programme for the Republic of Cameroon 2014–17](#) (extended until 2019), the ILO assisted the Government and the social partners in:

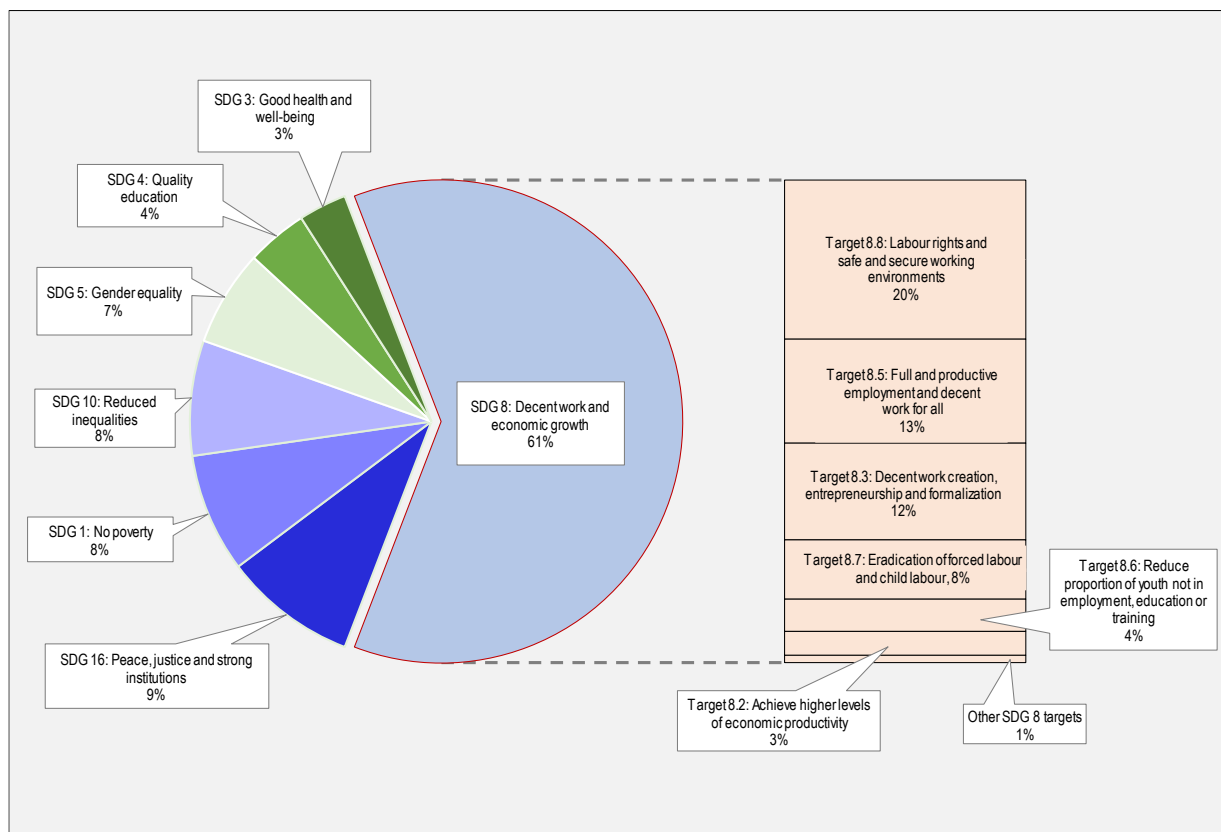
- strengthening the labour inspectorate;
- improving the coverage of social protection systems and extending such systems to reach the informal economy;
- protecting the rights of domestic workers;
- including employment considerations in public procurement;
- assessing the business environment; and
- providing skills for sustainable enterprises in agribusiness.

ILO support enabled constituents to develop a national green jobs programme; put in place systems that monitor the formalization of economic units; and strengthen trade union capacity to follow-up on comments from the ILO supervisory bodies.

Key to the success of ILO action in Cameroon was an integrated approach that drew on inputs and resources from development cooperation projects relating to employment-intensive programmes and entrepreneurship, funded by the African Development Bank and the International Fund for Agricultural Development (IFAD). In addition, the ILO implemented RBSA-funded interventions on social protection and invested regular budget resources to provide technical and normative advice in areas such as skills development and formalization.

Contribution to Sustainable Development Goals

- 50.** The results framework for 2018–19 explicitly reflected the contribution of each policy outcome to a limited number of SDG targets closely related to areas of ILO comparative advantage. These targets have informed the implementation of the outcome strategies at the country level. The decent work results achieved in the biennium with the support of the ILO reflect the Organization's contribution to the achievement of the SDGs.
- 51.** Overall, most of the ILO results contributed to SDG 8 on the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Focus was placed on three primary targets:
- (1) protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (8.8);
 - (2) achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value (8.5); and
 - (3) promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small- and medium-sized enterprises, including through access to financial services (8.3).
- 52.** Results achieved during the biennium also contributed significantly to the elimination of child labour and forced labour (8.7), youth employment and skills development (8.6), and productivity (8.2).

Figure 8. Contribution of decent work results 2018–19 to the SDGs

Decent work result examples contributing to progress towards SDG 8

- **SDG target 8.8 on labour rights and safe and secure working environments.** With support from the Governments of Canada, the Netherlands and the United Kingdom, the ILO assisted the Government of Bangladesh in establishing a management information system for the labour inspectorate. In the first semester of 2019, the system facilitated more than 1,000 inspections of working conditions in 23 districts, including those where the majority of ready-made garment factories are located.
- **SDG target 8.3 on decent work creation, entrepreneurship and formalization.** In 2019, the ILO, with support from the Government of France, assisted the tripartite constituents in Côte d'Ivoire to design a national strategy on transition from the informal to the formal economy. The strategy covers areas such as regulations, productivity, representation, social dialogue, working conditions and social protection. It aims in particular at valuing the productive potential of women in transition to formality through skills development, organization and OSH.
- **SDG target 8.5 on full and productive employment and decent work for all.** In Myanmar, in cooperation with community-based organizations and in consultation with the New Mon State Party, the ILO contributed to the implementation of an employment-intensive investment programme in 13 conflict-affected villages of the Ye township. The programme created the equivalent of 3,000 decent work day jobs for young men and women in Mon State and trained 100 young people as community leaders and to start their own businesses, of which more than 50 per cent were women. All the activities were designed considering the ILO's Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205) and following a conflict-sensitive approach based on leaving no one behind.
- **SDG target 8.7 on the elimination of child labour and forced labour.** In the Syrian Arab Republic, with RBISA support, the ILO launched an intervention to increase awareness and develop institutional capacity to prevent and address child labour cases. This led to the implementation of a national programme for the withdrawal, rehabilitation and reintegration of child labourers that included the training of labour inspectors and 500 school principals to ensure the early identification of child labour cases.
- **SDG target 8.6 on youth employment.** With technical support from the ILO, the Government of North Macedonia implemented during 2018 and 2019 a pilot Youth Guarantee, following the European Union model, in three municipalities. The guarantee establishes an obligation for the public institutions to ensure that, within four months of leaving formal education or becoming unemployed, people under 29 years of age

receive a good-quality offer of employment, further education, an apprenticeship or a traineeship. The Ministry of Labour and Social Policy is in charge of monitoring the Youth Guarantee implementation plan.

- *SDG target 8.2 on economic productivity.* As from January 2018, the Confederation of Private Employers of Bolivia (CEPB) started offering the ILO's "Sustaining Competitive and Responsible Enterprises (SCORE)" programme as part of its services to enterprises. During 2018 and 2019, SCORE was applied in 78 businesses of La Paz, Cochabamba, Santa Cruz and Potosí, benefiting around 17,000 workers.

53. A significant proportion of the biennium's decent work results contributed to SDG 16 on peace, justice and strong institutions, in particular through the promotion of international labour standards as a means to ensure the rule of law (16.3) and through the institutional development of effective employers' and workers' organizations and social dialogue mechanisms (16.6). Contributions to SDG 1 on ending poverty stemmed mainly from results achieved through the ILO's work in social protection systems, including social protection floors (1.3).
54. As regards SDG 10 on the reduction of inequalities, results achieved in the biennium contributed mostly to safe, regular and responsible labour migration and mobility (10.7) and to the adoption of wage and social protection policies (10.4). The ILO's results on gender equality were concentrated on progress in ending discrimination against women in the labour market (5.1) and increasing women's effective participation and opportunities for leadership (5.5). Results contributing to SDG 4 on quality education were primarily in relation to skills development for employment, decent jobs and entrepreneurship (4.4) and those contributing to SDG 3 on good health and well-being focused on OSH measures to reduce deaths and illnesses from hazardous chemicals and pollution (3.9) and the extension of health coverage (3.8). A number of decent work results also shows contributions to SDG 17 on partnerships, especially in relation to the promotion of policy and institutional coherence for decent work as a means to sustainable development.

Results by policy outcome

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

Decent work results at a glance

- Thirty member States designed or launched new national employment policies or established programmes and coordination mechanisms for their implementation. In Mozambique, the national employment policy supported by the ILO generated 457,667 jobs, according to national reports.
- Twenty-seven member States developed youth employment strategies or included youth as a target group in national employment policies or sustainable development plans. Youth employment was mainstreamed into the Employment Strategy for the Republic of Azerbaijan 2019–2030, focusing on skills development, vocational guidance and youth entrepreneurship. The ILO organized the Global Youth Employment Forum (Abuja, August 2019) and supported national measures for the entry or re-entry of young people into the labour market.
- Thirty-four member States achieved decent work results in skills development, such as the formulation and implementation of technical and vocational education and training (TVET) strategies for improving skill anticipation and adapting training to changing labour market needs. In seven of these countries, the ILO supported the delivery of skills development programmes focusing on specific sectors and targeting women and youth in vulnerable situations, especially in the rural economy.

- Twenty-two member States developed pro-employment strategies, including employment-intensive investment programmes that are environmentally sustainable and promote gender equality and other forms of non-discrimination. Guided by the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), the ILO's Jobs for Peace and Resilience programme was launched or expanded in a number of countries in situations of fragility, conflict or natural disaster. In Jordan, an employment-intensive infrastructure programme supported by the ILO created short-term jobs for more than 4,000 Jordanians and Syrian refugees between January 2018 and June 2019.
- Sixteen member States adopted policies and programmes to improve labour relations, labour market institutions and working conditions, notably through the effective implementation of measures on statutory minimum wages or collective agreements. New collective agreements signed in the biennium benefited an estimated 50,000 workers in Indonesia, and 40,000 security guards in Senegal. Guatemala adopted a tripartite national wage policy in 2019, guided by the Minimum Wage Fixing Convention, 1970 (No. 131), and the Minimum Wage Fixing Recommendation, 1970 (No. 135).
- Twenty-one member States adopted legal and policy frameworks to enhance the effectiveness and inclusiveness of employment services and active labour market policies.

**Vocational training gives young people in Madagascar
a way out of gang crime**

With ILO support, the Ministry of Labour launched a programme in August 2019 to promote skills development and employability of young men and women at risk in the port town of Diego-Suarez in northern Madagascar. This programme enables young people to learn a trade and leave a life of crime behind, therefore contributing to peace and sustainable development.

[Watch video](#) – Go to the [Decent Work Results Dashboard](#)

Wages and the gender pay gap in the spotlight

The ILO continues its efforts to build a global knowledge base on wages. The [ILO Global Wage Report 2018/19](#) reported a decline in global wage growth in 2017, with deterioration continuing into 2018. The report also includes a new, innovative and more accurate calculation of the gender pay gap, highlighting that, on average, women continue to be paid approximately 20 per cent less than men. The report's empirical evidence indicated that traditional explanations, such as differences in the level of education of women and men, played a limited role in explaining the gender pay gap. The report made recommendations for policy actions to reduce the gap, including addressing the undervaluation of women's work, promoting more equitable sharing of family duties between men and women, and combating stereotypes and discrimination at the point of labour market entry.

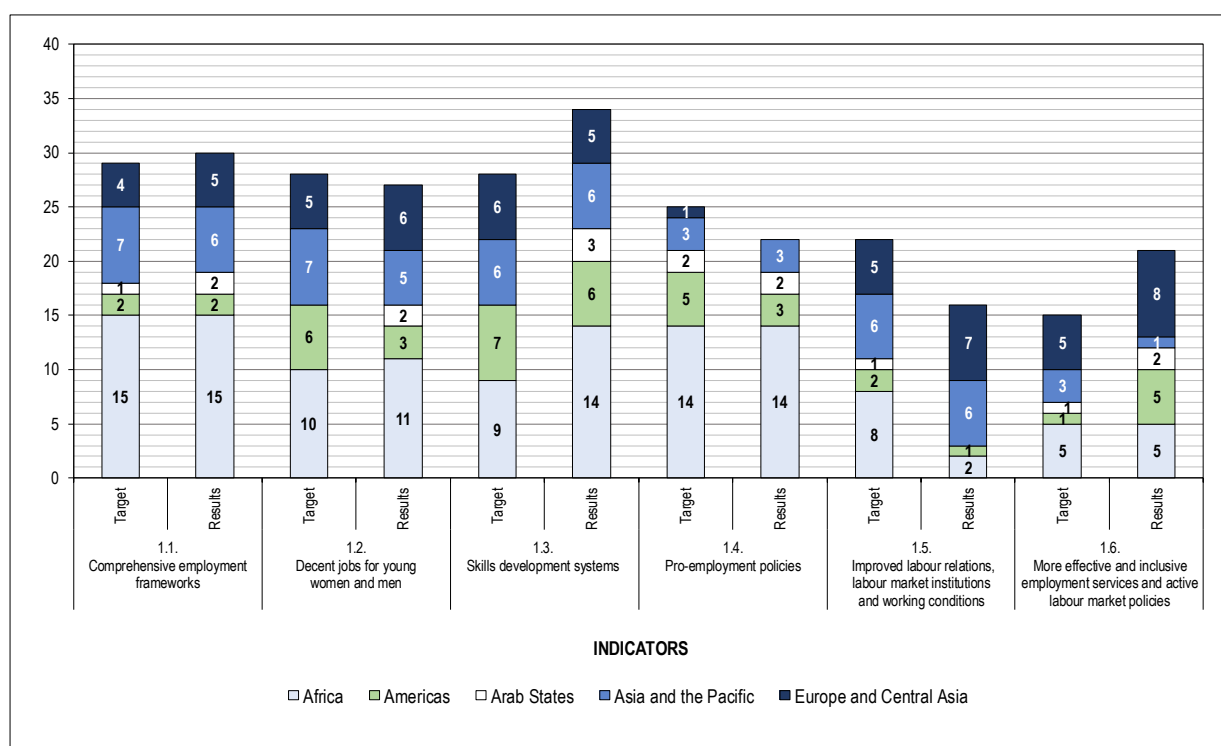
Target and performance

55. Decent work results achieved under outcome 1 exceeded the targets set for the biennium in three of the six outcome indicators. The higher number of results was recorded in relation to the adoption of policies for skills development and the strengthening of technical and vocational training institutions (indicator 1.3), and to the development of employment policies as part of comprehensive employment frameworks (indicator 1.1).
56. As in previous biennia, most of the decent work results corresponding to this outcome (40 per cent) were achieved in Africa, due primarily to the steady demand of ILO services in support of employment policies, youth employment programmes and TVET. Results achieved in Europe and Central Asia were also above target, especially in areas such as

labour market institutions, working conditions, employment services and labour market policies.

57. In some areas of work, however, results were slightly below target. In the case of indicator 1.4 on pro-employment policies, the lower number of results achieved in the Americas and Europe and Central Asia was primarily due to the slowdown of economic growth, which in some cases led to a political environment that prioritized fiscal austerity. With regard to indicator 1.5 on labour relations, labour market institutions and working conditions, in Africa the ILO made significant investments in the provision of technical advice, especially on wage policies, which yielded results in Ethiopia and South Africa. However, the political discussions on the expected consequences of the introduction of minimum wage schemes in several countries proved more difficult than expected, which explains the lower level of results achieved relative to the targets set for the biennium.

Figure 9. Targets and results achieved under outcome 1, by indicator and region



Budget and expenditure

58. In 2018–19, ILO expenditure on this outcome amounted to US\$267.4 million, of which 39 per cent is from its regular budget and 61 per cent is from voluntary contributions of development partners, in particular the Government of Germany and the European Union. Expenditure was 14.7 per cent higher than the strategic budget set for the biennium. This was primarily due to a higher delivery in extrabudgetary projects and the strategic use of RBSA to support employment creation interventions as part of post-crisis reconstruction strategies in countries such as the Central African Republic, Haiti, Myanmar and Somalia. The ILO's Jobs for Peace and Resilience flagship programme played an important role in the Office's strategy to mobilize resources for and deliver on this outcome.

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	102.2	104.8
Extrabudgetary development cooperation	131.0	154.4
Regular Budget Supplementary Account	Not defined	8.2
Total	233.2	267.4

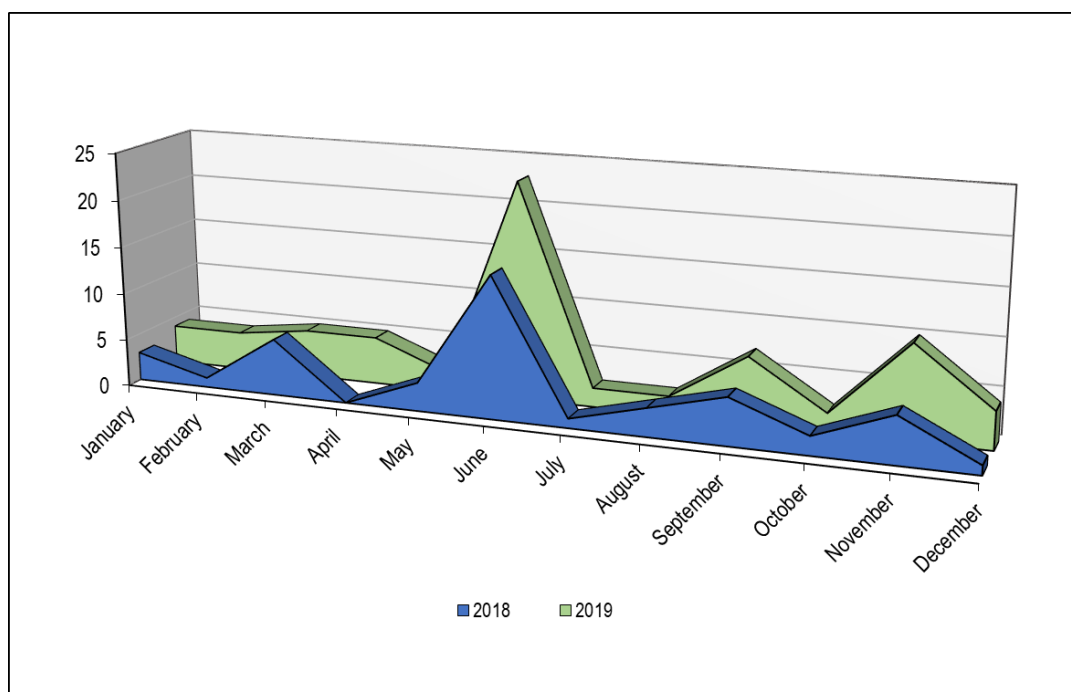
Partnerships in action: Decent jobs for youth in Nigeria

The ILO's leading role in the UN Global Initiative on Decent Jobs for Youth has been catalytic to advance policy advice and to boost country level action in Africa. In November 2018, Nigeria became a Decent Jobs for Youth partner and pledged the Nigerian Youth Employment Action Plan (NIYEAP) as the Government's contribution to the initiative. Responding to this pledge, the ILO, with support from the Government of Spain, strengthened its technical advice to the country and embarked on a one-year deep dive to support NIYEAP, bringing tripartite and multi-stakeholder coordination on board while securing the engagement of young Nigerians in its implementation and review.

Outcome 2: Ratification and application of international labour standards

Decent work results at a glance

- Seventy member States registered 115 new ratifications, of which 31 correspond to fundamental Conventions including 21 ratifications of the Protocol of 2014 to the Forced Labour Convention, 1930 (P029), 18 correspond to governance Conventions including one ratification of the Protocol of 1995 to the Labour Inspection Convention, 1947 (P081), and 66 correspond to technical Conventions.
- As a result of new ratifications recorded in the biennium, by the end of 2019, the Worst Forms of Child Labour Convention, 1999 (No. 182), became the most widely ratified fundamental Convention (186 member States) and is only one ratification short of becoming the first universally ratified ILO Convention. The Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), became the most widely ratified governance Convention (150 member States).
- The Centenary Ratification Campaign was launched by the ILO as an invitation to all 187 member States to ratify at least one international labour Convention in the course of 2019. Between January and December, 70 ratifications took place, the most in a single year since 2006, with a peak during the International Labour Conference of the Centenary in June. Some countries such as Madagascar, Malawi, Namibia, Rwanda and Uzbekistan ratified four or more Conventions in the course of the biennium.
- Fifty-four member States have taken action to apply international labour standards, in particular in response to issues raised by the supervisory bodies. This includes the establishment or reinforcement of tripartite mechanisms for the prevention and resolution of conflicts at national level in eight member States and the application of international labour standards by domestic courts in five member States. The ILO supervisory bodies noted with satisfaction that there was tangible progress in the application of ratified Conventions in 13 member States, especially due to regulatory reforms undertaken with ILO support.
- With ILO support, 12 member States provided responses for the preparation of the Violence and Harassment Convention, 2019 (No. 190), and 26 member States submitted the required reports on ratified Conventions on time.

Figure 10. Number of ratifications registered in 2018 and 2019, by month

Towards the end of the *kafala* system in Qatar

At the beginning of 2018, the Government of Qatar and the ILO started the implementation of a technical cooperation programme to support the country's efforts to complete major labour reforms and improve the protection of migrant workers' rights. The areas of action included wages, labour inspection and occupational safety and health, the promotion of workers' voices, the elimination of forced labour and the development of employment contractual modalities to replace the *kafala* system, as a follow-up to a decision of the Governing Body on the article 26 complaint against the Government of Qatar and repeated requests of the Committee of Experts on the Application of Conventions and Recommendations.

Among other results as described in [Qatar's annual report](#) presented to the ILO's Governing Body in October 2019, the Council of Ministers of the State of Qatar announced their endorsement of a landmark legislative reform entering into force in 2020. The new reform allows free labour market mobility for migrant workers that previously required a no-objection certificate from their employer to move to another job. The programme also contributed to the drafting of Law No. 13 of 2018 and the 2019 Ministerial Decision that, together, suppress exit permit requirements for all workers, with the exception of military personnel. As a result, migrant workers will have the right to leave the country temporarily or permanently during their contract period. These reforms, along with others such as the establishment of a non-discriminatory minimum wage applicable to all workers, constitute significant measures for upholding the rights of migrant workers in Qatar.

[Read more](#) – Go to the [Decent Work Results Dashboard](#)

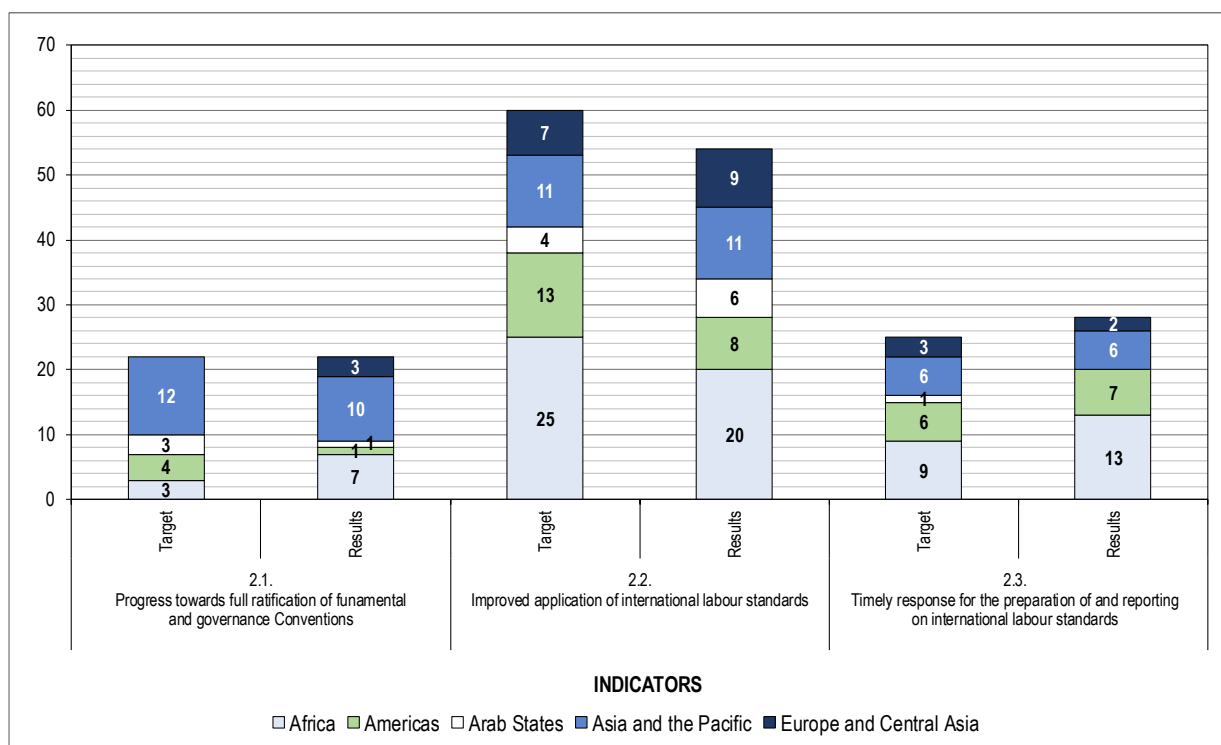
Authoritative and effective supervision of the application of international labour standards

The highlights of the supervisory procedures carried out in 2018–19 include the establishment in July 2018 of a Commission of Inquiry to examine the observance of Conventions relative to the minimum wage fixing machinery, freedom of association and protection of the right to organize and tripartite consultations in the Bolivarian Republic of Venezuela. The Commission of Inquiry completed its thorough examination of the allegations, which included hearings in Geneva and a visit to the country, and the ILO Director-General transmitted the report to the Government on 27 September 2019. Supervision also included direct contacts and high-level missions to Algeria, Bahrain, Egypt, Honduras, Kazakhstan, Malaysia, Mauritania and Myanmar, as well as an ILO technical advisory mission to Eritrea requested by the Committee on the Application of Standards. During the biennium, ILO support to the various supervisory bodies enabled their effective functioning as well as their continued discussion of their working methods.

Target and performance

- 59.** Decent work results achieved in relation to progress in the ratification of fundamental and governance Conventions (indicator 2.1) and reporting (indicator 2.3) met or slightly exceeded the target set for the biennium, while results in relation to improved application of international labour standards (indicator 2.2) were short of the target. The Asia–Pacific region witnessed important breakthroughs with the ratification of the Right to Organise and Collective Bargaining Convention, 1949 (No. 98) in Viet Nam and the ratification of the Worst Forms of Child Labour Convention, 1999 (No. 182), by four member States in the Pacific.

Figure 11. Targets and results achieved under outcome 2, by indicator and region



Budget and expenditure

- 60.** Total expenditure on this outcome in 2018–19 amounted to US\$87.7 million, 68 per cent from the ILO regular budget.
- 61.** Extrabudgetary development cooperation expenditure under this outcome was 57 per cent higher than planned. A significant proportion of the available extrabudgetary resources for promoting the application and ratification of international labour standards came from the countries instituting reforms themselves, through direct trust funds. The European Union was the main development partner during the biennium, especially in relation to improving compliance with international labour standards among its trading partners in global supply chains. With RBSA contributions, results were achieved in Guatemala, Ukraine and Zimbabwe.

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	56.8	59.2
Extrabudgetary development cooperation	16.8	26.5
Regular Budget Supplementary Account	Not defined	2.0
Total	73.6	87.7

**Partnerships in action: Labour standards in global supply chains –
A programme of action for Asia and the garment sector**

With the support of the Government of Germany, the project, “Labour Standards in Global Supply Chains – Programme of Action for Asia and the Garment Sector” aimed to improve compliance with labour standards through the development of systems for participatory and evidence-based minimum wage fixing, wage policy and collective bargaining in Cambodia, Indonesia and Pakistan. It also promoted systems for ensuring compliance with standards at factory level and developed the institutional capacity of governments, employers’ and workers’ organizations in the garment sector global supply chain. The [final independent evaluation](#) of phases II and III of this project, carried out in 2019, indicated that the intervention was relevant to the constituents’ needs and that it delivered significant results, especially in Cambodia. The evaluation recommended that the ILO provide follow-up support in all countries to promote a minimum wage and collective bargaining, as well as medium- to long-term strategies to consolidate and extend the results achieved in other sectors.

Outcome 3: Creating and extending social protection floors

Decent work results at a glance

- Twenty-one member States developed new social protection strategies and policies, resulting in extensions of coverage and enhancement of benefits. For example, in Malawi, the new universal social old-age pension scheme now covers more than 600,000 persons, of which 60 per cent are women.
- Twenty-seven member States reported significant progress in the governance of their social protection schemes through improvements in regulatory frameworks or institutional policies. For example, the Central African Republic adopted the creation of a pension scheme for public servants. The Social Security Office of Thailand created an Actuarial Unit to strengthen financial management. Benin, Morocco and the Russian Federation ratified the Social Security (Minimum Standards) Convention, 1952 (No. 102). The Omani Public Authority for Social Insurance enhanced its investment structure following the ILO’s recommendations.
- Twenty-four member States enhanced their institutional capacity and knowledge base to design, manage and monitor social protection systems. In Senegal and Togo, joint assessment-based national dialogues supported by United Nations agencies, including the ILO, informed the national social protection review and the National Development Plan (2018–2022), respectively.

Developing a comprehensive national social protection system in Timor-Leste

The ILO, with support from the Government of Portugal, has cooperated with the Government of Timor-Leste in the development of its social protection system for several years. The ILO provided normative and policy advice for the adoption of the General Social Security Law, which mandated the creation of the first contributory scheme in the country in 2016. The ILO also supported the development of a national social protection strategy in 2018, which aimed at reinforcing non-contributory social protection programmes, reducing poverty and social vulnerability by 2030. The process has benefited from national stakeholder participation facilitated by the ILO through an assessment-based national dialogue. In parallel, the ILO provided support towards the implementation

of the National Institute of Social Security (INSS), which started operating in January 2019 as manager of the new scheme, providing old-age, death, disability, maternity and paternity benefits to more than 70,000 workers and covering over 1,000 employers. This has included supporting the establishment of a tripartite board of directors, and the rules governing INSS implementation and its management systems.

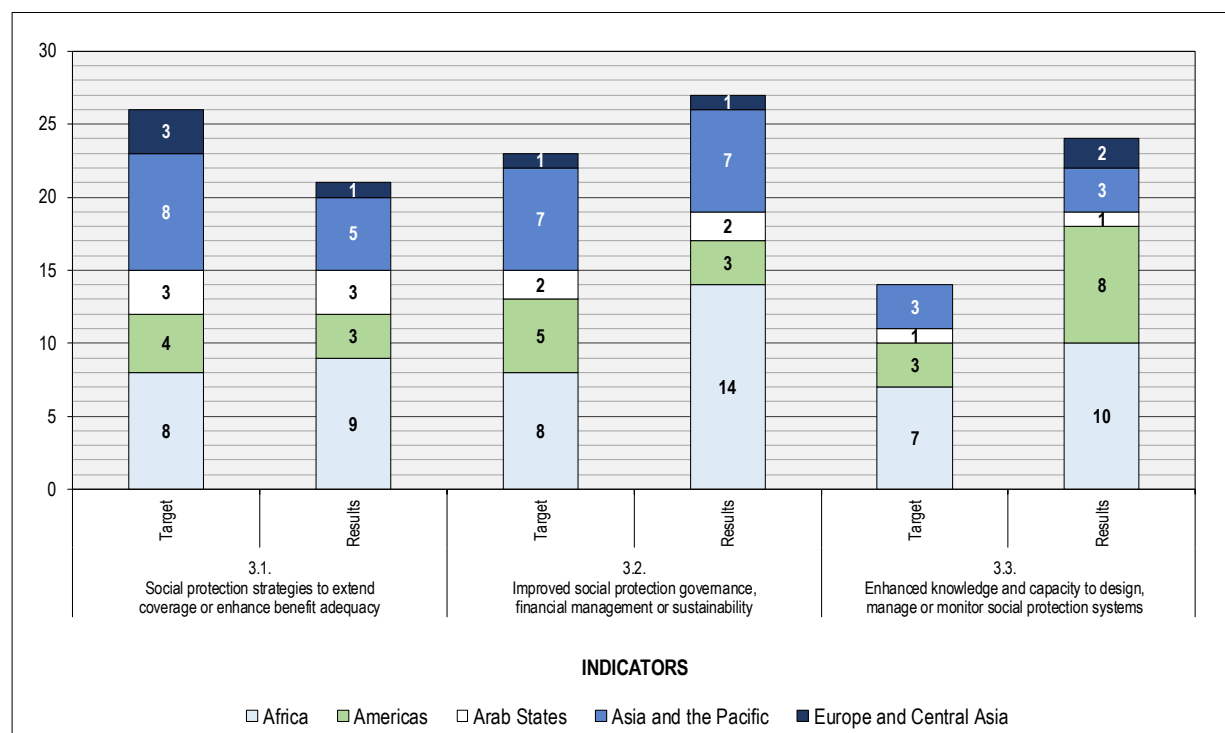
[Read more](#) – Go to the [Decent Work Results Dashboard](#)

**The Global Social Protection Week: Universal social protection
in the context of the future of work**

Part of the ILO's Centenary celebrations, the [Global Social Protection Week](#) on "Achieving SDG 1.3 and Universal Social Protection in the Context of the Future of Work" was held on 25–28 November 2019. The meeting brought together more than 500 participants from governments, social partners, development partners, international organizations, civil society and academia. Reinforcing the global recognition that while social protection is an investment with high social and economic returns, discussions stressed that global coverage gaps require stepped-up global and national commitments in developing countries amounting to an additional US\$527 billion per year, or 1.6 per cent of the GDP of these countries, according to the [ILO's report](#).

Target and performance

- 62.** Results achieved during the biennium exceeded the targets set to improve social protection governance, financial management and delivery (indicator 3.2) especially in Africa, and in relation to enhancements of the knowledge base and delivery capacity of social protection systems (indicator 3.3) across all regions. Results relating to social protection strategies that extend coverage and enhance benefits (indicator 3.1) were below target, especially in Asia and the Pacific and in Europe and Central Asia. These deviations from the targets set for the biennium were primarily due to the timing of policymaking processes in some countries.
- 63.** The experience during the biennium has shown the importance placed by governments, in all regions, on governance and delivery of social protection. It has also shown that these adoption strategies for universal coverage are largely considered as a developmental commitment and a key component of the 2030 Agenda, but also require building political consensus with proper consideration of financial implications.

Figure 12. Targets and results achieved under outcome 3, by indicator and region

Budget and expenditure

- 64.** Total expenditure on outcome 3 during 2018–19 was US\$57.2 million, 65 per cent from the regular budget.
- 65.** The main development partners for this outcome in 2018–19 were the Governments of Germany, Ireland, the Republic of Korea, Luxembourg, Portugal and Thailand. In addition, other contributions of major importance were from direct trust funds, the private sector, the United Nations multi-donor joint programmes, the African Development Bank and the China–United Nations Peace and Development Fund. The RBSA contributed to the achievement of results in Cambodia, Cameroon, El Salvador, Honduras, Iraq, Liberia, the Occupied Palestinian Territory and Tajikistan.
- 66.** While extrabudgetary expenditure was lower than planned, the ILO’s portfolio of development cooperation projects increased significantly during the biennium, enabling the ILO to scale up action on social protection in all regions in the years to come. This was largely due to well-targeted resource mobilization efforts in the context of the ILO’s Global Flagship Programme on Building Social Protection Floors for All.

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	39.2	37.4
Extrabudgetary development cooperation	23.7	17.5
Regular Budget Supplementary Account	Not defined	2.3
Total	62.9	57.2

**Partnerships in action: The ILO's Global Flagship Programme
on Building Social Protection Floors for All**

This programme has been instrumental in ensuring focused and coherent delivery of advisory services on social protection and enhancing knowledge generation and dissemination. It contributed to the ILO's positioning as a participating agency in 75 per cent of the proposals approved by the 2019 joint United Nations SDG Fund's call to develop national social protection floors, and as a lead agency in 25 per cent of them. This constitutes an extraordinary opportunity to mainstream the ILO's standards and the Decent Work Agenda, particularly social dialogue, into the United Nations work towards SDG target 1.3 and to leverage additional funding. The flagship has also led to a new cooperation programme with the European Union with an overall budget of US\$23 million, to be implemented in the coming years.

[Read more](#)

Outcome 4: Promoting sustainable enterprises

Decent work results at a glance

- Eleven member States, most of them in Africa and the Americas, adopted reforms of the business environment contributing to the development of sustainable enterprises, based on systematic assessments carried out applying ILO methodology. For example, in Cameroon, the Government put in motion a plan of reforms with 18 measures, including the promotion of women's entrepreneurship through improved access to financial services and skills development.
- In 47 member States, the ILO supported the implementation of interventions to assist sustainable enterprises and potential entrepreneurs, contributing to increases in productivity and improvements in working conditions in businesses, most of them small- and medium-sized enterprises (SMEs). In Cabo Verde, India, Senegal and Zimbabwe, several public and private institutions started providing "green business" development services to entrepreneurs. In Mongolia, the employers' federation recognized the importance of addressing enterprise needs on disaster risk reduction, and established a training programme on sustainability planning for businesses in the case of natural disasters.
- Globally, almost 1,000 enterprises with more than 200,000 workers were reached and followed the "Sustaining Competitive and Responsible Enterprises" (SCORE) programme in the biennium. Around 70 per cent of these firms confirmed cost savings after participation in the programme, as well as improvements of productivity of 30 per cent in average, up to 42 per cent decrease in labour turnover and 29 per cent reduction in reported accidents. Value chain interventions carried out in 30 countries directly contributed to higher incomes and improved working conditions for an estimated 50,000 workers.
- In 2018–19, more than 1,000 people in 22 member States participated in training using the ILO tools Think.Coop and Start.Coop. As a consequence, men, women and youth in disadvantaged situations, including refugees and the population of host communities, established or joined a cooperative, thereby improving their income and working conditions.
- In 11 member States, ILO constituents designed and implemented dialogue platforms on responsible business practices and effective programmes for improving the functioning of markets, sectors and value chains in order to promote decent work. For example, in Peru, in the context of the Partnership for Action on Green Economy (PAGE), the Ministry of the Environment created a public–private technical committee to discuss and agree on policy measures on environmental sustainability, including

responsible business practices in waste management, clean production and renewable energies, among others.

The ILO's SCORE programme promotes business improvement in Ghana

SCORE is the ILO programme to promote productivity, competitiveness and decent work in emerging economies. In Ghana, the programme targets SMEs in the manufacturing sector, particularly in global supply chains. It aims to foster national capacity to provide SMEs with affordable access to training in order to improve their productivity and to provide decent work.

The training courses were delivered to 206 employees across five firms, with contributions from the Government of Ghana's Skills Development Fund and SCORE Training Solutions Ghana (STSG), a not-for-profit organization and implementation partner of the ILO. The most significant changes for these firms were cost reductions in operations, waste reduction, improved workplace cooperation and a safer working environment.

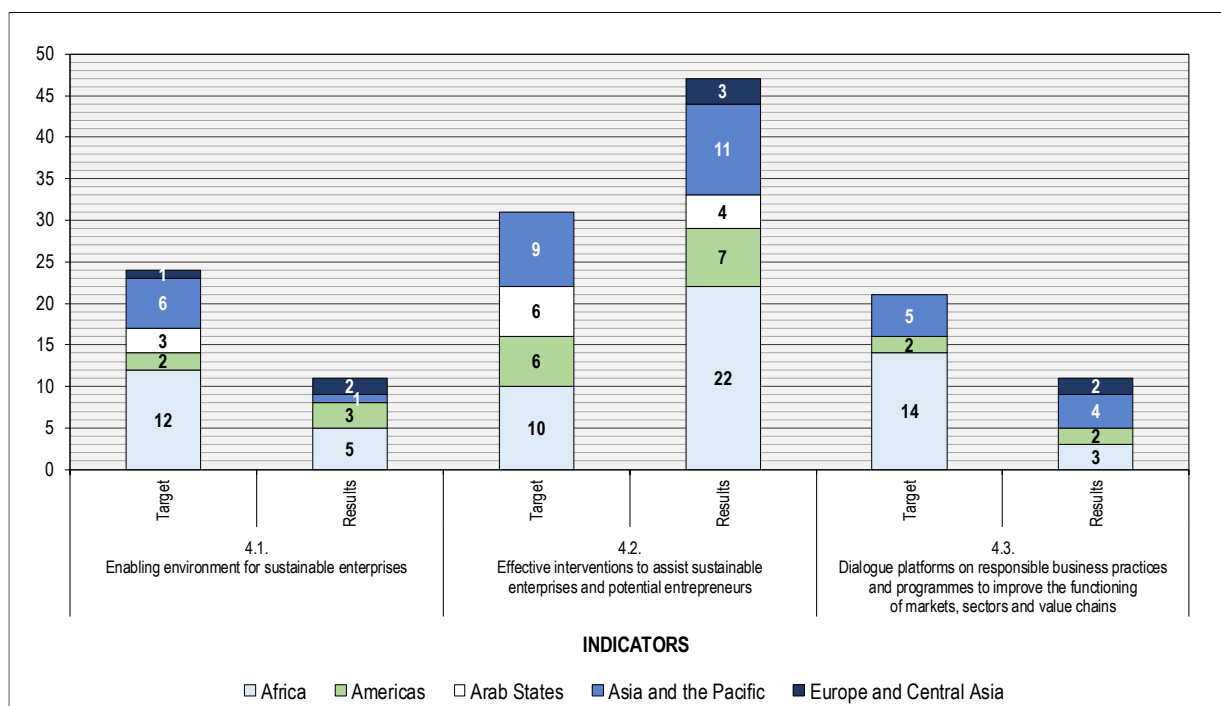
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Small matters: Evidence on the contribution to employment of self-employment, microenterprises and SMEs

Drawing on a new database, in 2019, the ILO produced a [global report](#) to examine worldwide evidence of the contribution that the self-employed and enterprises of different size classes make to total employment. Based on a sample of 99 countries, the report found that small economic units altogether account for 70 per cent of the total employment. Understanding the reality faced by small economic units is therefore key to addressing the fundamental challenges of employment creation and job quality improvement across the world, and especially in low and lower middle-income countries where the proportion of employees in these businesses is higher. Supporting the development of such economic units should therefore be a central part of economic and social development strategies based on decent work.

Target and performance

67. The results achieved during the biennium were below target in respect of the adoption of reforms of the business environment (indicator 4.1) and the implementation of dialogue platforms on responsible business practices (indicator 4.3). This was largely due to two main factors. Firstly, progress in some countries stalled during the biennium due to changes in the political or socio-economic context, which in turn delayed structural reforms and dialogue processes in the business environment. Secondly, some elements of reform of the enabling environment for sustainable enterprises were recorded under other outcomes. These included the regulation by the State Council on active labour market policies in China and the adoption of the National Policy on Cooperatives of Sri Lanka (reported under outcome 1); the improved insurance for farmers in India (outcome 5); and the agreement between the Workforce Development Authority, trade unions and universities for the certification of informal construction workers in Rwanda (outcome 6).
68. Results achieved in relation to direct assistance to sustainable enterprises (indicator 4.2) largely exceeded the target established for the biennium, especially in Africa. Demand for ILO support in this area remained very high due to the recognition of established ILO methodologies such as SCORE, “Market Systems for Decent Work”, “Start and Improve Your Business” (SIYB), “Value Chain Development” (VCD), Think.Coop and Start.Coop.

Figure 13. Targets and results achieved under outcome 4, by indicator and region

Budget and expenditure

- 69.** The total expenditure on outcome 4 during the biennium was US\$101.8 million, 44 per cent from the ILO's regular budget.
- 70.** The main development partners for outcome 4 in 2018–19 were the Governments of Sweden, Switzerland and the Netherlands, as well as the European Union and the Multi-Partner Trust Fund Office managed by the UNDP. Work on sustainable enterprises benefited from contributions of the private sector in Egypt, Jordan, Mozambique, Rwanda, Saudi Arabia, Turkey and Uganda. The RBSA contributed to the achievement of results in Armenia, the Plurinational State of Bolivia, Guyana, Nepal, the Occupied Palestinian Territory and Sierra Leone.

Source	Strategic budget (US\$ million)	Actual expenditure (US\$ million)
Regular budget	45.6	45.0
Extrabudgetary development cooperation	61.8	54.5
Regular Budget Supplementary Account	Not defined	2.3
Total	107.4	101.8

Partnerships in action: Financial inclusion of micro and small enterprises in Indonesia

From 2015 until the end of 2019, with support from the Government of Switzerland, the ILO has implemented the project "Promoting micro and small enterprises through improved entrepreneurs' access to financial services", [PROMISE IMPACTS](#). The ILO provided technical assistance to the Indonesian Financial Service Authority to implement the programme and to transform regional development banks and revitalize rural banks, enabling these institutions to provide value-added bundled services to the small economic units that constitute the great majority of the businesses in the country. A randomized control trial of a pilot programme carried out in East Java and West Java showed a 7 per cent increase in clients of rural banks that prepare business and financial plans for their enterprises, a 4 per cent increase in enterprises reinvesting their profit, and a 9 per cent increase in enterprises planning a product upgrade.

Outcome 5: Decent work in the rural economy

- Nine member States adopted strategies promoting decent work in rural areas. Examples include rural development plans in Pakistan and in the Lao People's Democratic Republic, where the National Rural Employment Strategy was included in the 9th National Socio-Economic Development Plan. In Jordan, the Government launched a new social protection strategy that included the creation of job opportunities in rural areas. Colombia and Peru formulated strategies to promote networking and cooperative development. The Plurinational State of Bolivia and Ecuador developed sector-specific initiatives focusing on tourism.
- Sixteen member States took concrete measures to promote employment and decent work in rural areas. With ILO support, constituents implemented programmes to promote decent work for youth through value-chain development in Côte d'Ivoire (cocoa), Egypt (dairy) and Cameroon (rice and rural infrastructure). In Belize (sugarcane) and Mexico (coffee), pilot projects were implemented as part of the ILO social innovation laboratory for the promotion of decent work in the rural economy of Latin America and the Caribbean, [LABOR](#). Programmes on skills focusing on women and youth in rural areas were implemented in the Central African Republic, Haiti and Madagascar. Actions also included the promotion of rights at work and occupational safety and health in plantations – for example in Indonesia (palm oil), Malawi (tea) and Sri Lanka (tea). In Mali and Jordan, specific programmes addressed the elimination of child labour in agriculture, while in Nepal a rural road maintenance programme contributed to the generation of employment and the strengthening of local businesses.
- Four member States established or strengthened mechanisms for consultation and social dialogue in the rural economy. This included community-based structures in Pakistan and a tripartite working group on agriculture in Jordan, where the cooperative movement developed an action plan to increase their representation and participation in social dialogue. In Zambia, small-scale farmers and rural workers became better organized and actively engaged in several social dialogue platforms. Costa Rica established a tripartite forum for multi-sectoral dialogue, called *Mesa Caribe*, which focused on job creation initiatives targeting vulnerable populations.

Social dialogue for productive transformation in rural areas of Costa Rica

It is essential for rural development to strengthen the participation of employers' and workers' organizations in social dialogue mechanisms. The *Mesa Caribe* social dialogue forum in the province of Limon was established with a view to foster productive transformation and promote decent job creation through social dialogue. This is an example of innovative, multi-sectoral social dialogue that includes the Institute for Rural Development, agricultural workers' unions, representatives of local governments, indigenous populations and various government ministries. The ILO is the technical secretariat. *Mesa Caribe* supports interventions in the areas of cooperatives, training, job placement targeting vulnerable populations, enterprise clusters, enabling environments for sustainable enterprises, and the promotion of rural tourism as a driver of job creation. In the next four years, it is expected that these initiatives will generate significant public investment, stimulating enterprise development and creating around 30,000 new jobs.

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Knowledge, statistics, tools and partnerships to promote decent work in rural areas

The ILO developed its knowledge base and tools to assist constituents in their efforts to promote decent work in rural areas. A tripartite sectoral meeting adopted the [conclusions on decent work and occupational safety and health in forestry](#). The portfolio of [ILO policy guidance notes on the promotion of decent work in the rural economy](#) was updated with new documents on youth, migration, water, and revised versions on forestry and just transitions. In Latin America, the ILO launched a research programme ([FORLAC rural](#)) on transition to formality in rural areas. Constituents' capacity was strengthened through two rural development academies carried out in

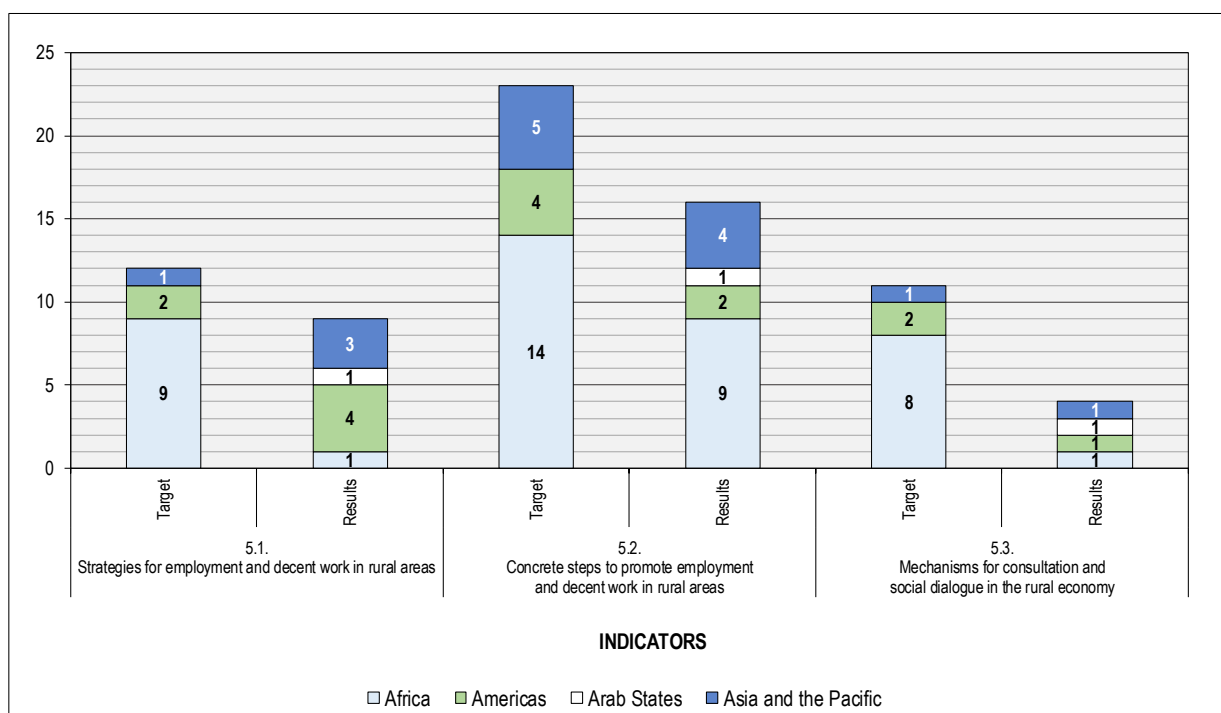
Turin and in Egypt, as well as regional events and sectoral meetings on tourism and tobacco. The ILO statistical database, ILOSTAT, was expanded to include indicators disaggregated by rural and urban areas. Ninety-seven per cent of the over 8,500 labour force survey microdata sets processed by the ILO now include disaggregation by rural/urban areas. A document on rural-urban labour statistics was presented to the 20th International Conference of Labour Statisticians. The ILO strengthened its partnerships with IFAD, FAO and UNECE. Collaboration with the OHCHR was crucial for the adoption of the United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas.

Target and performance

71. Results achieved under this outcome were below the targets set for the biennium. This was partly due to the cross-cutting nature of the promotion of decent work in rural areas, which led to several results being reported under other outcomes. Examples include:

- improved vocational training in rural areas in Gabon (reported under outcome 1);
- new jobs for youth in the fishing sector in Equatorial Guinea (outcome 1);
- enterprise-level programmes implemented in the agricultural sector in Zambia (outcome 4);
- increased access for rural populations to decent jobs and entrepreneurship opportunities in Cabo Verde (outcome 4);
- improved capacity of labour inspectors to work in rural areas in Lesotho (outcome 7); and
- strengthened capacity of constituents to eliminate child labour in agriculture in the Dominican Republic and in Burkina Faso's cotton sector (reported under outcome 8).

Figure 14. Targets and results achieved under outcome 5, by indicator and region



Budget and expenditure

72. Total expenditure on outcome 5 during 2018–19 was US\$45.6 million, principally from its regular budget (61 per cent).
73. Extrabudgetary expenditure during the biennium slightly exceeded the estimation. The main development partners in the promotion of decent work in rural areas were the Governments of Norway and Switzerland, the World Bank and UNICEF. The RBSA contributed to the achievement of results in Colombia, the Lao People's Democratic Republic, Mali, Sri Lanka, the United Republic of Tanzania and Zambia.

Source	Strategic budget (US\$ million)	Actual expenditure (US\$ million)
Regular budget	27.4	27.9
Extrabudgetary development cooperation	12.0	15.5
Regular Budget Supplementary Account	Not defined	2.2
Total	39.4	45.6

Partnerships in action: MozTrabalha, decent work for sustainable and economic transformation with a focus on rural areas in Mozambique

The ILO, the Ministry of Labour, Employment and Social Security and the social partners, with support from the Government of Sweden, initiated a development cooperation project to promote decent jobs and sustainable social inclusion in rural areas of the provinces of Maputo, Cabo Delgado and Imbahane, and in the tourism sector. The project focuses on employment-intensive market infrastructure investments, the promotion of green jobs and SME development, and in particular targets women and female-headed households.

Outcome 6: Formalization of the informal economy

Decent work results at a glance

- In 14 member States ILO constituents completed nationally owned diagnoses of the drivers and characteristics of the informal economy, covering either the economy as a whole (Azerbaijan, Lebanon, Lesotho, Paraguay, Tajikistan, Uruguay, Zambia), specific sectors (Côte d'Ivoire, Rwanda, Senegal, Togo), groups of workers (Syrian refugees in Jordan, domestic workers in the Philippines, irregular self-employed and agriculture workers in Greece) or informal enterprises (Senegal). Monitoring systems to assess progress towards formalization based on the diagnoses were set up in 19 member States.
- Nineteen member States put in place integrated policies, legislation or compliance mechanisms to facilitate the transition to formality. National formalization strategies were adopted in countries such as Colombia, Costa Rica, North Macedonia, Paraguay, Peru and Viet Nam. A national programme on reducing informal employment was approved in Tajikistan and action plans to facilitate the transition to formality were developed in Azerbaijan, Jamaica (focusing on fishers and domestic workers), Lesotho and South Africa.
- Progress to extend the coverage of labour law to workers in the informal economy was made in Mongolia. Zambia developed a Social Protection Bill providing a legislative framework for the extension of social insurance to previously uncovered categories of workers. Thailand developed a strategy to improve compliance with the Homework Protection Act; and a regulatory proposal on digital platform workers was under

consideration in Argentina. In Mexico, the number of domestic workers affiliated to the social insurance increased.

- In 20 member States employers' and workers' organizations expanded their membership to workers and economic units in the informal economy or provided new or improved services to facilitate their transition to formality. Employers' organizations developed policy advocacy agendas to foster the transition of informal businesses to formality in Mongolia, Montenegro, Turkey and Zimbabwe. Workers' organizations made progress in supporting the inclusion of informal economy workers in social dialogue in India, Mexico, Mongolia, Namibia, Rwanda and Zimbabwe.

An integrated approach to facilitate transitions to the formal economy in Peru

The Ministry of Labour and Employment Promotion of Peru approved a new formalization strategy in March 2018 to improve access to labour rights and social security for salaried workers both in the formal and the informal economy. The Ministry also provides guidance, training and support services to promote formalization of workers and small enterprises using ILO methodologies and tools. This has enabled SMEs to increase their productivity and take steps towards full formalization.

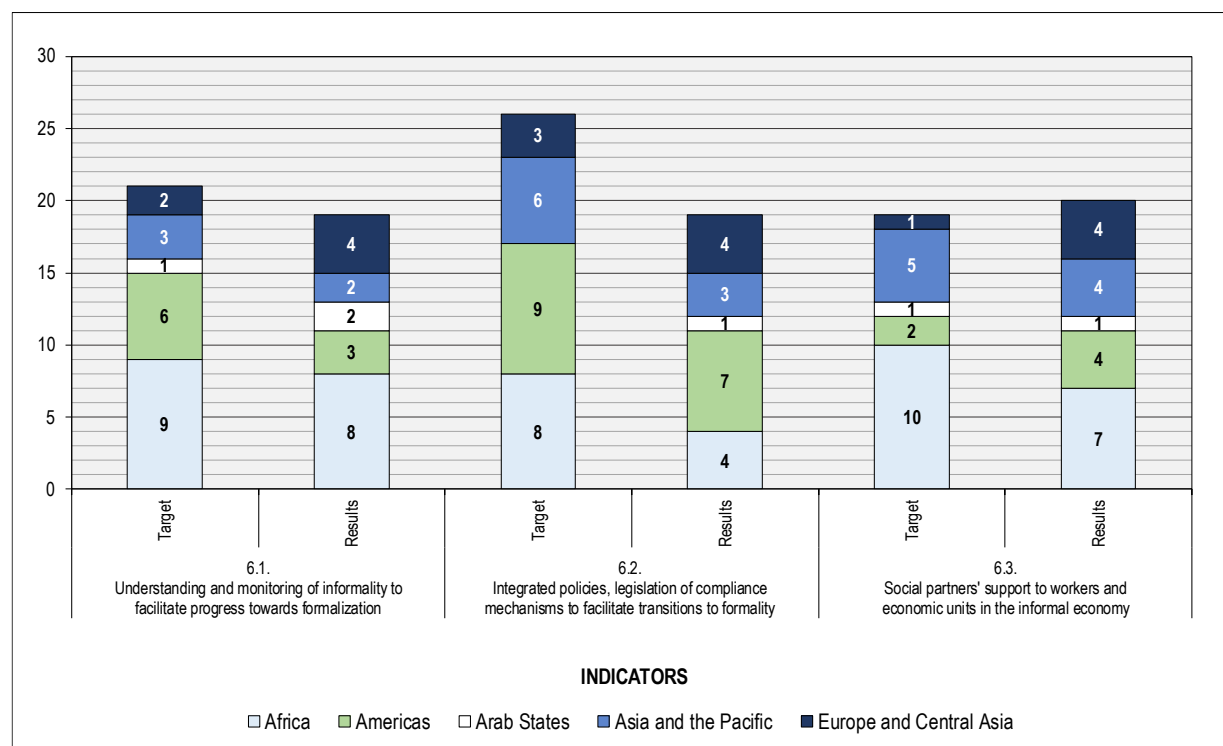
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The role of employers' and workers' organizations to facilitate the transition to the formal economy: A compendium of national experiences

During the biennium, the ILO prepared a compendium of country experiences describing actions undertaken by the social partners' organizations to extend membership and/or provide relevant services to and enhance cooperation with workers or economic units in the informal economy, with the aim to reduce decent work deficits and facilitate their transition to formality. The compendium provides good practices in line with the ILO's Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204). The compendium concerning workers' organizations included more than 30 practices from across all regions and from a variety of industrial sectors, such as fishing, retail, street vendors, transport, and domestic work. A similar compilation of the practices developed by employers' organizations with economic units in the informal economy is under preparation.

Target and performance

74. Results achieved under this outcome were slightly below the target set for the biennium. In general, achievements were less successful than planned in Africa, the Americas and Asia and the Pacific, but exceeded the established targets in the Arab States and in Europe and Central Asia. This was partly due to the existence of development cooperation resources in these regions linked to other outcomes. This is the case especially for Outcome 9 on labour migration and mobility that supports formalization. In Jordan and Turkey, for example, improved national regulatory and policy frameworks led to the granting of work permits to Syrian refugees.
75. In the other regions, the fact that progress towards formalization hinges upon progress in many other policy areas – employment, social protection, social dialogue – led to several formalization results being reported under other outcomes. This was the case, for example in India where entrepreneurship services provided to support formalization of small businesses was reported under outcome 4, and in Chile and Senegal where development of labour market statistics (including on the informal economy) was reported under outcome A (effective knowledge management for the promotion of decent work).

Figure 15. Targets and results achieved under outcome 6, by indicator and region

Budget and expenditure

- 76.** Total expenditure in this outcome during 2018–19 was US\$36.5 million, with a very high proportion coming from the ILO's regular budget (87 per cent). As underlined in the [Independent evaluation of the ILO's strategy and actions towards the formalization of the informal economy, 2014–2018](#), the outcome was largely underfunded, with a significant gap between planned and actual allocations.
- 77.** Extrabudgetary resources for this outcome were limited relative to other outcomes. The main development partners supporting ILO work in this policy area were the Governments of Japan and Sweden, as well as the European Union. Work on transitions from the informal to the formal economy also benefited from support from foundations. The RBSA contributed to the achievements of results in Mongolia and Paraguay.

Source	Strategic budget (US\$ million)	Actual expenditure (US\$ million)
Regular budget	32.9	31.9
Extrabudgetary development cooperation	3.9	3.7
Regular Budget Supplementary Account	Not defined	0.9
Total	36.8	36.5

**Partnerships in action: Facilitating access to formal employment
for Syrian refugees in Jordan**

Towards the end of 2017, the ILO, in partnership with the US Department of State, started the implementation of a project aimed at facilitating access of Syrian refugees to formal employment. The intervention promoted decent work through increased access to flexible work permits, as well as through the provision of enhanced opportunities for skills training and certification. The project targeted more than 25,000 Syrian refugees in all Jordanian governorates, mainly Amman, Irbid, Zarqa and Marfaq. The regulatory framework to improve refugee access to formal decent work was revised in 2018. As a result, small enterprises, particularly home-based businesses run by Syrian women, have been formalized; 11,000 beneficiaries received skills certifications facilitating increased access to the formal labour market; and 15,360 construction workers and 10,250 agricultural workers were issued flexible work permits and had their work formalized.

Outcome 7: Promoting safe work and workplace compliance including in global supply chains

Decent work results at a glance

- Thirty-three member States reinforced their national OSH systems in line with the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). This included the development or update of national profiles, policies, programmes, legislation, institutional set-ups, social dialogue mechanisms, and recording and notification systems. Examples include the National Programme on Occupational Safety and Health approved in Chile in February 2018; the National Occupational Safety and Health Profile of Iraq updated in November 2019; and the adoption of a national OSH profile, policy and programme by a tripartite task force in Namibia in March 2019.
- Thirty-nine countries strengthened the capacity of their labour administration institutions, in particular labour inspectorates, to develop and implement strategies for labour law compliance. Progress comprised improvements in legal systems, institutional settings, use of information technology and strengthened capacities of labour inspectors to prevent and address labour law violations, including on OSH and fundamental principles and rights at work.
- In the context of ILO's [Better Work](#) flagship programme, ILO constituents in Cambodia, Haiti, Indonesia, Jordan, Nicaragua and Viet Nam developed programmes, systems and mechanisms that improved compliance with OSH, core international labour standards and national legislation, benefiting more than 1,500 enterprises and over 2 million workers in the global supply chains in the garment and textile sectors. The labour inspectorates in Cambodia, Haiti, Jordan and Viet Nam introduced strategic compliance frameworks that optimized the deployment of inspection resources and promoted collaboration with social partners and firms in the supply chain.
- Twenty-nine member States developed or strengthened institutions for tripartite social dialogue, collective bargaining and industrial relations with a view to addressing inequality and enhancing workplace compliance, including in global supply chains. Examples include the establishment of a joint social dialogue forum to enable the social partners in the garment sector to improve compliance and industrial relations in Indonesia, and progress made by the social partners to renew a sector-wide collective agreement in Jordan. Institutions for tripartite social dialogue, including national councils, were established or reinforced in Benin, Burkina Faso, the Central African Republic, Georgia, India (at the state level in Tamil Nadu), Mauritania, Montenegro, Nicaragua and Tunisia. There was progress in collective bargaining mechanisms in Myanmar, Senegal, Seychelles and Viet Nam. Employers' and workers' organizations

adopted procedures to facilitate consultation and cooperation in the workplace in Colombia, Ethiopia, Haiti, Indonesia, Myanmar, Nicaragua and Viet Nam.

Work continues in Bangladesh to promote a safe and healthy workplace for all

Seven years after one of the worst industrial disasters in recent history, the collapse of Rana Plaza in 2013, the ILO's work in Bangladesh continued focusing on remediation measures, the governance of industrial safety and labour inspection, improving occupational safety and health and increasing compliance in garment factories through the expansion of [Better Work Bangladesh](#).

The ILO, with the support of the Governments of Canada, the Netherlands and the United Kingdom, assisted the Bangladeshi Department of Inspections for Factories and Establishments to develop various labour inspection tools. Technical support was also provided to the Government of Bangladesh to establish the Labour Inspection Management Module (LIMA) – an online labour inspection system management tool.

This work contributed to an increase in national capacity for undertaking regular and ad hoc inspections, not only to improve factory worker awareness of relevant safety issues but also to ensure that workplaces continue to remain safe and healthy for all.

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A sectoral approach to promote decent work in domestic and global supply chains

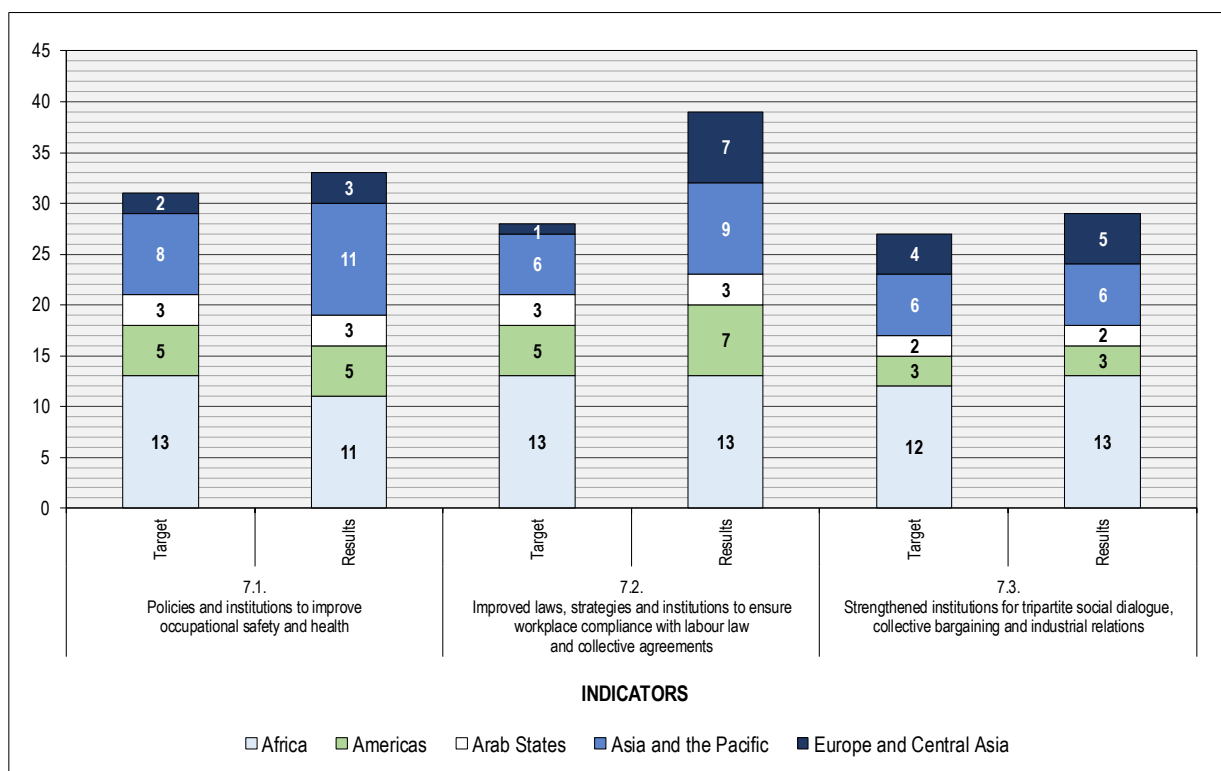
The ILO continued the promotion of sectoral social dialogue in different areas. During the biennium, representatives of governments, employers' and workers' organizations adopted codes of practice, guidelines and conclusions in chemicals and pharmaceuticals; education; e-waste; health; public emergency services; road transport; and shipbuilding and repair. Tripartite constituents also adopted a road map for early childhood education personnel in North and West African countries; a health workforce strategy for the Southern African Development Community (SADC); and, action-oriented recommendations on road freight transport safety in the greater Mekong subregion. In India, recommendations were adopted to improve safety and health in the ship recycling industry.

The ILO enhanced the knowledge base on the impact of technology, demographic, environmental and globalization drivers on the future of work in health, textiles, clothing, leather and footwear industries. As a contribution to decent work in global supply chains, the Office carried out research on international framework agreements in the food retail, chemical and garment sectors. The ILO also strengthened strategic partnerships and collaboration with other UN agencies and multilateral organizations in electronics and textiles, for example through the UN E-Waste Coalition and the UN Alliance on Sustainable Fashion. Together with the OECD and WHO, the ILO launched "Working for Health", a development cooperation programme to promote decent work and employment for health workers.

Target and performance

- 78.** Results achieved under this outcome were above the targets set for the biennium. Results achieved in relation to institutions and systems for workplace compliance (indicator 7.2) largely exceeded the target, especially in Asia and the Pacific and in Europe and Central Asia. In both regions, demand for ILO services exceeded the expectation and the enabling institutional conditions in the countries allowed for an effective delivery of the ILO programme.

Figure 16. Targets and results achieved under outcome 7, by indicator and region



Budget and expenditure

- 79.** Total expenditure in outcome 7 during 2018–19 was US\$125.8 million, 40 per cent from the ILO's regular budget.
- 80.** Two ILO flagship programmes, [Better Work](#) and [Safety + Health for All](#), were important vehicles for the delivery of coherent responses to the constituents' needs in the areas of workplace compliance and OSH. The main development partners supporting ILO work under this outcome were the Government of the United States and the European Union, as well as the [governments, foundations and companies that support Better Work](#). The RBSA supported the achievement of results in Albania, Azerbaijan, Colombia, Mauritania and Ukraine.

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	54.3	50.4
Extrabudgetary development cooperation	77.5	73.7
Regular Budget Supplementary Account	Not defined	1.7
Total	131.8	125.8

**Partnerships in action: Building a generation of safe
and healthy young workers**

Between 2015 and 2019, the ILO and the US Department of Labor collaborated in a development cooperation project to address safety and health issues that especially affect young workers, called [SafeYouth@Work](#). The project combined global, regional and country-specific interventions that focused on improving policies and legislation, strengthening capacity for enforcement, increasing knowledge and promoting social dialogue. Country-level work was carried out in Argentina, Colombia, Côte d'Ivoire, Indonesia, Myanmar, Philippines, Uruguay and Viet Nam, with emphasis on high-risk sectors for young men and women, such as mining, construction and agriculture.

Work under this project supported the revision of legislation in five countries and the development of four new action plans to improve OSH for youth. The project trained 1,300 members of employers' and workers' organizations, built capacity of 800 labour inspectors and administrators, and brought together 4,000 young men and women in awareness-raising and promotional activities.

Outcome 8: Protecting workers from unacceptable forms of work

Decent work results at a glance

- Twenty-eight member States developed or revised laws or policies to protect workers from unacceptable forms of work, including in high-risk sectors.
- In some of these countries, the reforms addressed issues concerning fundamental principles and rights at work. Seven member States promulgated legislation on the eradication of child labour and another seven introduced lists of hazardous child labour. Twelve member States developed national action plans on child labour and four countries formulated action plans for the abolition of forced labour. In the Philippines and Viet Nam, a child labour policy was used as an entry point to also address challenges related to discrimination or freedom of association and the right to collective bargaining, alongside poor working conditions.
- In some countries, policy and legislative reforms addressed OSH and conditions of work, including wages. For example, Pakistan adopted a comprehensive legislative package at the provincial level on OSH, elimination of child labour, and protection of home-based workers and domestic workers. In other countries, reforms aimed at the protection of indigenous women working in sectors in which they may be at higher risk of being trapped in unacceptable work situations were advanced: Cameroon revised regulations on wages and hours of work and to protect domestic workers from violence and harassment; the Plurinational State of Bolivia adopted legislation granting compulsory accident insurance to women and men workers in construction; and working conditions were enhanced for tea plantation workers, especially women, through a collective agreement in Bangladesh. Ukraine revisited the National Tripartite Cooperation Strategy on HIV and AIDS in the World of Work for enhanced protection against stigma and discrimination based on real or perceived HIV status.
- In 38 member States, constituents took measures to protect workers from unacceptable forms of work. For example, in the Philippines, six informal associations in small-scale gold mining committed to refrain from resorting to child labour and comply with labour law. Members of the Viet Nam Chamber of Commerce and Industry adopted a new code of conduct to prevent and eliminate child labour in the garment and textile sectors, fishery and agriculture, food processing and wood and stone carving. Two employers' associations in Thailand initiated the "Seafood Good Labour Practice" programme to raise labour standards in seafood processing. Trade unions supported domestic workers' knowledge of their labour rights in Cameroon, India and Peru. Unions also provided voluntary counselling and testing for HIV, including in the maritime sector, in Ukraine.

- Other decent work results involved measures to establish improved systems to monitor and address child labour and forced labour (Argentina, Ecuador, Egypt and Thailand); strengthening labour inspectorates (Ghana, Mauritania, Mozambique, the Syrian Arab Republic and Thailand) including building capacity to identify cases of gender-based discrimination, including violence and harassment in the workplace (in Costa Rica); provision for better-equipped law enforcement officers (Peru); and referral mechanisms to social protection services at the provincial or community levels for victims of child labour (Philippines, Turkey).
- Twenty-three member States established national partnerships for the protection of workers from unacceptable forms of work. Partnerships between constituents, multilateral organizations and civil society were instrumental in the ratification or improved application of relevant international labour standards, especially of the ILO's fundamental Conventions in countries such as the Democratic Republic of the Congo, Lesotho, Mozambique, Nepal, Thailand and Uzbekistan. Partnerships involving the media helped amplify the outreach and better tailor awareness-raising efforts to eradicate child labour in Argentina and Turkey, and to protect the rights of domestic workers in Guatemala and Cameroon. In Uzbekistan, civil society activists joined forces with the Government, employers' and workers' organizations to monitor forced labour in the cotton sector.

Addressing unacceptable forms of work in coal mines in Ukraine

In Ukraine, the mining industry is a major contributor to the economy. However, it is one of the most hazardous industrial sectors, causing a high number of work accidents and occupational diseases.

With the support of the Government of Canada, the ILO assisted constituents to develop modern OSH policies, enhance their capacity to implement practical management measures at the workplace level and to promote a workplace culture of occupational safety and accident prevention. Based on a practical risk assessment, 40 mine safety experts were trained to implement the OSH management systems in coal mines and to take effective and practical measures to eliminate or minimize risks. In 2018, the Government adopted the "Concept of the Occupational Safety and Health System Reform" and its action plan for 2019–20 which, together with the "Concept of Reform and Development of the Coal Industry", have transformed the labour protection system into a risk-preventive OSH management system in the mining industry.

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Global alliances to increase knowledge and raise awareness on unacceptable forms of work, contributing to the achievement of the SDGs

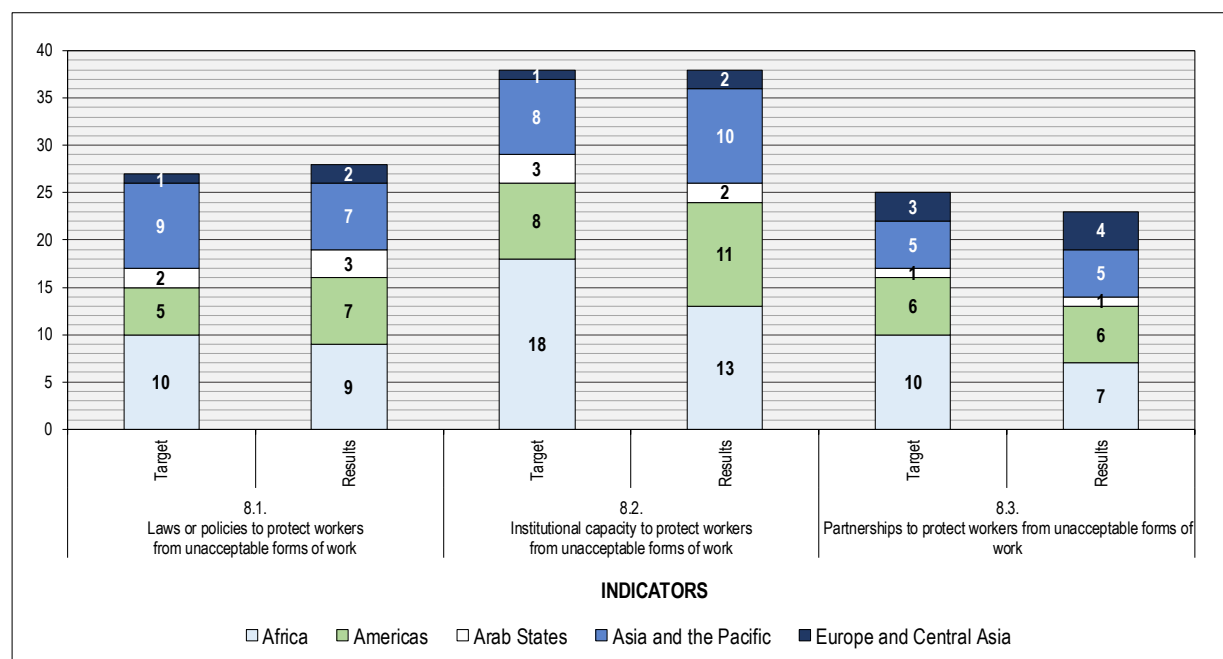
[Alliance 8.7](#) increased its advocacy efforts for the eradication of child labour and forced labour worldwide. The United Nations General Assembly unanimously adopted a resolution declaring 2021 as the International Year for the Elimination of Child Labour. Alliance 8.7 organized regional and global events to exchange experiences and good practices, and its membership base has grown to more than 200 organizational partners and 15 "pathfinder countries" committed to accelerating action towards the achievement of SDG target 8.7. As from September 2018, a new knowledge platform brings together a wealth of data, evidence and research to inform policies on child labour, forced labour and human trafficking. The 20th International Conference of Labour Statisticians established new statistical standards for the identification and classification of children in productive activities and child labour, as well as endorsing a first-ever set of guidelines on measuring forced labour.

The ILO, in partnership with the OECD and UN Women, supported the operationalization of the Equal Pay International Coalition (EPIC) launched in September 2017 to contribute to SDG target 8.5. High-level events took place in the framework of the Commission on the Status of Women (March 2019) and the UN General Assembly (September 2018) in which governments, the private sector, trade unions and civil society pledged to take concrete action towards closing the gender pay gap by 2030. As from September 2018, a web portal containing resource materials on equal pay for work of equal value became available. The ILO held a global technical workshop on gender pay gap indicators and measurement methodologies, in cooperation with the Government of Iceland. The G7 Ministerial Meeting, under the French Presidency, welcomed inter-agency initiatives such as EPIC and reiterated the importance of eliminating violence and harassment in the world of work to attain gender equality.

Target and performance

- 81.** Results achieved under this outcome were largely on target in respect of the three indicators measuring progress in laws and policies (indicator 8.1), institutional capacity to ensure protection (indicator 8.2) and partnerships (indicator 8.3). While results in Africa were below the target set for the biennium due to country-specific situations that delayed the delivery of the ILO programme, results recorded in the Americas were higher than originally planned. This was a reflection of the political importance attached to the elimination of forced labour and child labour in the region, confirmed by the continued operation of the Latin America and the Caribbean Free of Child Labour Regional Initiative.

Figure 17. Targets and results achieved under outcome 8, by indicator and region



Budget and expenditure

- 82.** Total expenditure in outcome 8 during 2018–19 was US\$106.4 million, 39 per cent from the ILO's regular budget and 61 per cent from extrabudgetary development cooperation contributions.
- 83.** Extrabudgetary resources for this outcome were lower than expected mainly because of delays in approving major new projects in this area. On the other hand, during the biennium, the ILO flagship [International Programme on the Elimination of Child Labour and Forced Labour \(IPEC+\)](#) recorded a significant increase in the number of projects approved, with operations in 55 countries.
- 84.** The main development partner for this outcome was the Government of the United States. Private sector companies also made significant contributions, as well as beneficiary governments through direct trust funds. RBSA resources in the biennium focused on reducing the worst forms of child labour among children affected by the crisis in the Syrian Arab Republic.

Source	Strategic budget (US\$ million)	Actual expenditure (US\$ million)
Regular budget	41.9	42.0
Extrabudgetary development cooperation	82.1	63.7
Regular Budget Supplementary Account	Not defined	0.7
Total	124.0	106.4

**Partnerships in action: Reducing child labour and improving working conditions
in artisanal and small-scale gold mining in the Philippines**

The ILO, with the support of the US Department of Labor, implemented a project aimed at reducing the incidence of child labour and addressing poor working conditions in artisanal and small-scale gold mining operations in the Philippines. The artisanal and small-scale gold mining sector in the Philippines accounts for around 80 per cent of gold production. It employs an estimated 350,000 workers, of which 18,000 are women and children. Its operations in rural communities are largely unregulated.

The project put forth solutions to improve practices, monitor child labour, and raise awareness of child labour and working conditions in artisanal and small-scale gold mining. Legislative reforms to the child labour law were fostered in 2019, including raising the minimum age of work to 16 years and protecting children from hazardous work activities. Measures were put in place to facilitate access to children and their families to social protection services and informal associations in the sector are increasingly committed to complying with labour standards, including adherence to occupational safety and health and the establishment of mercury-free facilities.

Outcome 9: Fair and effective international labour migration and mobility

Decent work results at a glance

- Twenty-one member States developed or updated fair labour migration policies and laws or issued new regulations on specific issues such as reintegration of migrant workers, standard contracts, or the zero worker-paid recruitment fee principle. For example, the National Labour Migration Policy of Lesotho established that migrant workers now enjoy the same legal protections as nationals, consistent with the Discrimination (Employment and Occupation) Convention, 1958 (No. 111). The second Five-year National Plan of Action on the Management of International Labour Migration of Myanmar, adopted in 2019, aims to develop a common position on zero fee policy.
- Seven bilateral labour agreements were developed to improve the protection of migrant workers and others working abroad, in particular between countries in Asia and the Arab States.
- Five regional institutions revised their governance frameworks on labour migration or mobility. For example, the African Union operationalized the Labour Migration Advisory Committee (LMAC) – a regional tripartite mechanism that promotes fair labour migration governance and protects the rights of migrant workers and their families. The Economic Community of West African States (ECOWAS) approved a new Directive on the Harmonisation of Labour Laws. The Association of Southeast Asian Nations (ASEAN) aligned its International Labour Migration Statistics (ILMS) database with the guidelines concerning statistics on international labour migration.
- Nine member States took measures to establish or strengthen institutional mechanisms to monitor the implementation of labour migration governance frameworks. For example, the Government of Viet Nam adopted SDG indicator 10.7.1 as part of its national SDG target list. In Mexico, an Inter-Agency Working Group on Labour

Migration and Fair Recruitment was established in Baja California to coordinate recruitment, employability and labour protection of migrant workers, and to facilitate social dialogue.

- Eleven government institutions introduced new inclusive, non-discriminatory services to promote decent work for migrant workers and refugees. For example, in Ethiopia, technical and vocational education institutions trained 13,000 potential migrant workers using a new curriculum on domestic work. In Kuwait, the first member-based organization of domestic workers (Sandigan Kuwait Domestic Workers' Association) was created and its capacity strengthened to ensure voice and representation and to deliver improved services to its members.

**Promoting fair recruitment – Combating coercion and deception
of migrant workers in Nepal**

Migrant workers are often marginalized in their host societies and confronted with a host of obstacles to their integration in the labour market and access to decent work. These obstacles oftentimes start at home, at the beginning of the migration corridor in which migrant workers often encounter abuse such as exploitative recruitment practices, deception about the nature and conditions of work; retention of passports; illegal wage deductions; and debt bondage linked to repayment of recruitment fees.

With the support of the Swiss Agency for Development and Cooperation, the ILO assisted Nepal in addressing this problem, through the establishment of fair recruitment “corridors” for workers in the garment sector in Jordan where migration can take place in safety and with dignity. This work extends to the provision of reliable information supplied to migrants on recruitment practices and their rights, skills development programmes, and awareness-raising activities through effective media engagement.

[Watch video](#) – [Read more](#) – Go to the [Decent Work Results Dashboard](#)

Statistics on international migrant workers to inform evidence-based policymaking

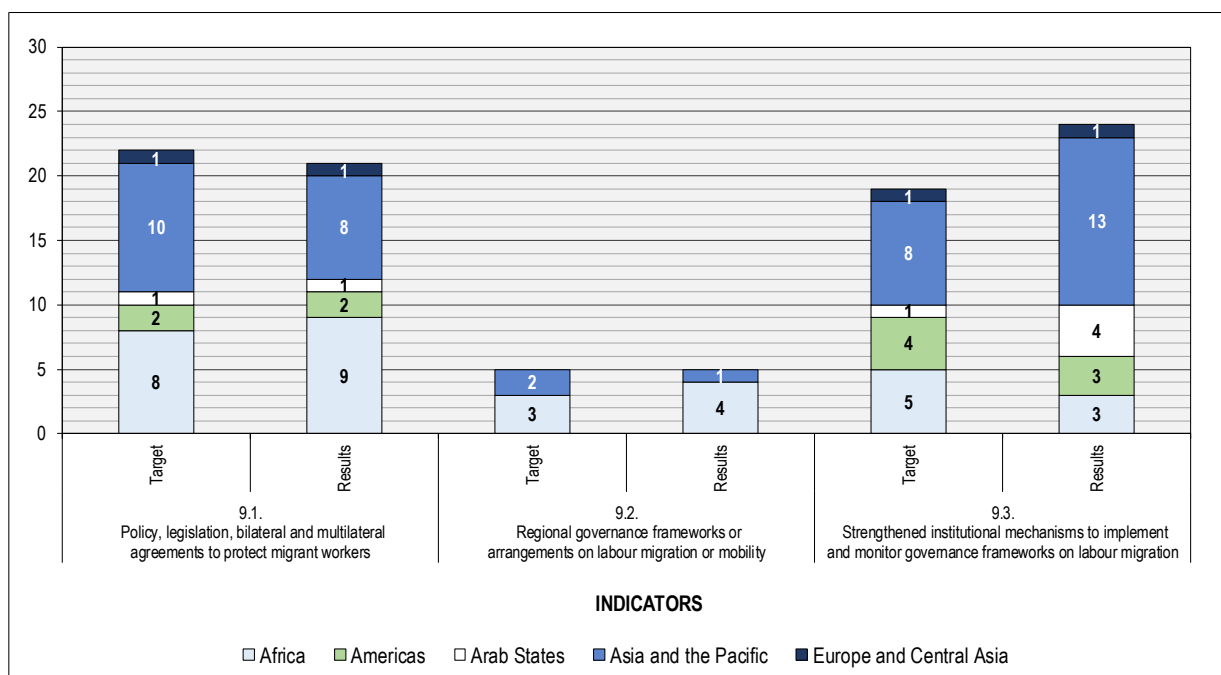
In 2018, the ILO published the second edition of its [global estimates on international migrant workers](#), with up-to-date information broken down by region, income group, gender and age. The report shows a growth in labour migration, projecting 164 million migrant workers in the world by the end of 2017, a 9 per cent increase as compared to 2016 estimates.

Appropriate statistics and data are critical to adequately govern labour migration and protect migrant workers, including through the development of effective policies that are aligned with relevant international labour standards and global commitments such as the Global Compact on Safe, Orderly and Regular Migration. The endorsement of the [ILO Guidelines concerning statistics of international labour migration](#) at the 20th International Conference of Labour Statisticians of 2018 was a key milestone in this respect. The guidelines address the absence of internationally agreed standards regarding concepts, definitions and methodologies for the measurement of labour migration. As a result, the statistical definition of “international migrant” of the United Nations is being revised.

Target and performance

- 85.** Results achieved have practically met the target set for the biennium in all key areas and in all regions, in relation to the development of policies, legislation and bilateral agreements (indicator 9.1), subregional governance frameworks (indicator 9.2) and institutional mechanisms to implement and monitor labour migration (indicator 9.3). Achievements were higher than planned, particularly in the Arab States and the Asia and the Pacific regions, in response to increased demands for assistance from the ILO and in view of the high profile of this policy area in political and social agendas.

Figure 18. Targets and results achieved under outcome 9, by indicator and region



Budget and expenditure

- 86.** Total expenditure in outcome 9 during 2018–19 was US\$80.5 million, 32 per cent from the ILO's regular budget and 68 per cent from extrabudgetary development cooperation contributions.
- 87.** Extrabudgetary expenditure on this outcome was higher than the corresponding estimates for the biennium. This was largely due to the increasing support among ILO constituents and development partners alike for tackling the labour market consequences of labour mobility.
- 88.** The main development partner for this outcome during the biennium were the European Union and the Governments of Australia, Canada, Switzerland, the United Kingdom and the United States, and to a lesser extent, other United Nations entities. The RBSA contributed to the achievement of results in Ethiopia and Turkey.

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	28.4	25.7
Extrabudgetary development cooperation	32.3	54.0
Regular Budget Supplementary Account	Not defined	0.8
Total	60.7	80.5

Partnerships in action: Maximizing the contribution of labour migration to equitable, inclusive and stable growth in ASEAN

TRIANGLE is an ILO development cooperation project supported by the Australian Department of Foreign Affairs, and Trade and Global Affairs Canada and implemented in partnership with the ASEAN Secretariat, the ASEAN Trade Union Council, the ASEAN Confederation of Employers and constituents in Cambodia, the Lao People's Democratic Republic, Malaysia, Myanmar, Thailand and Viet Nam. Between 2011 and 2018, the project contributed, among other results, to the adoption of 34 policy and legislative instruments in the target countries. A commitment subscribed by 343 private employment agencies to a code of conduct on fair and ethical recruitment led to a reduction of recruitment costs. A remittance cost comparison portal, [SaverAsia](#), was set up to help migrant workers compare money transfer costs in order to find the cheapest option, and additionally supports the reduction of remittance costs. Migrant workers can access new and important services through 35 [Migrant Worker Resource Centres](#), that now reach more than 130,000 men and women in the six ASEAN countries.

[Read more here](#) and [here](#) – Go to the [Decent Work Results Dashboard](#)

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

Decent work results at a glance

Employers' and business membership organizations

- A total of 42 employers' and business membership organizations (EBMOs) in 40 member States strengthened their institutional capacities to service, represent, and articulate the needs of their members.
- Out of these, EBMOs in 13 member States endorsed and implemented new strategic plans, adapted their structures to improve governance practices and financial sustainability or expanded their membership. For example, organizations in Chile, Honduras, India, Equatorial Guinea, Eswatini, Niger, Pakistan, Peru, Uganda and Zambia undertook to target recruitment of under-represented enterprises and business associations. Following the adoption of a new Strategic Plan 2018–21 in June 2018, Business Eswatini reprioritized its service offer and policy focus to respond to the challenges faced by enterprises in the country. In turn, this enabled the organization to attract larger enterprises and further increase its overall membership and revenue by 20 per cent and 60 per cent, respectively, between July 2018 and June 2019.
- Additionally, EBMOs in 12 member States established, strengthened and delivered services to address the needs of their existing and potential members. For example, to respond to the recurrent challenge of identifying and hiring talent, the Employers' Federation of Ceylon in Sri Lanka established a job placement portal, which matches jobseekers' skills with enterprise needs through digital technology. Since the portal was launched in October 2018, the federation matched and shared the profiles of over 80 candidates with its member companies and placed 25 students as interns in those companies.
- Finally, EBMOs in 17 member States enhanced their capacity to analyse the business environment, provide leadership on policy issues and influence policy development based on enterprise needs. For example, the Antigua and Barbuda Employers' Federation adopted an advocacy strategy based on a survey of 71 companies on the status of women in business and management, which was conducted between April and June 2018. The strategy led the Federation and the Ministry of Social Transformation, Human Resource Development, Youth and Gender to sign the "Women in Business and Management Pledge and Commitment Statement" in August 2018. The pledge set the basis for joint actions between employers and the Government to promote an

enabling environment for gender equality, women's empowerment and non-discrimination.

Transforming organizational structures to support businesses in Myanmar

In 2019, the Union of Myanmar Federation of Chambers of Commerce and Industry transformed, with ILO support, its "Employers Organizations Department", composed of seven professional lawyers and specialists on labour issues. The Department is in charge of conducting evidence-based advocacy to position employers' views in the development of labour laws and employment services. In addition, it delivers services for company members, including an information hotline, an advisory desk, on-site visits in case of labour disputes, a training programme covering more than 30 topics, labour audits and occupational safety and health services.

[Read more](#) – Go to the [Decent Work Results Dashboard](#)

The future of business and their representative organizations

Businesses, regardless of size, sector and location, need to be able to face many challenges – technological innovation, global economic integration, demographic and generational shifts, climate change and sustainability, and a global shortage of skilled workers. These trends are analysed in the report [Changing Business and Opportunities for Employers' and Business Membership Organizations](#), released jointly by the ILO and the IOE in March 2019.

The findings of the report are based on case studies, research and a survey of 500 companies conducted together with Oxford Economics across 15 countries. The report highlights the need to develop the capacity of businesses and policymakers to anticipate future issues, trends and scenarios. The report includes recommendations for EBMOs to address these challenges and take advantage of potential future of work opportunities.

Workers' organizations

- Workers' organizations in 37 member States increased their capacity at different levels. Significant results were achieved in particular in the organization and extension of services to workers in the informal economy, domestic workers and migrant workers. Examples of such achievements in this area include:
 - the recruitment of new members and organizations in Colombia, Ghana, Jordan, Peru;
 - the expansion of coverage of collective bargaining in Argentina, Jordan, Malawi, Sierra Leone and the United Republic of Tanzania;
 - the provision of new services in Colombia, Mexico and Mongolia;
 - the establishment of the Zambia Institute for Labour Research and Development by the Zambia Congress of Trade Unions;
 - the creation of a trade union network to advocate for workers' rights in the palm oil sector in Indonesia;
 - the provision of advice on legal rights for transport workers to operate freely in the United Republic of Tanzania; and
 - the launch of the second Migrant Resource Centre in 2018 providing information and counselling services to potential migrants in the Lao People's Democratic Republic.

- In 25 member States, workers' organizations influenced policy agendas at various levels. Examples include:
 - labour law reforms in Chile, Georgia, India and Zimbabwe;
 - wage laws in the Lao People's Democratic Republic and Uganda;
 - the adoption of a tripartite road map to set the first-ever minimum wage rate by 2020 in Ethiopia; and
 - policies regarding the informal economy in Pakistan and a new law on occupational safety and health in Georgia.
- Workers' organizations in 18 member States used international labour standards to promote freedom of association, collective bargaining and social justice. Developments in this area were linked in particular to the submission of comments by workers' organizations to the ILO supervisory bodies, for example from Ecuador, Lebanon, Paraguay, Peru, the Russian Federation, Somalia and Zimbabwe. In Cameroon, a trade union committee was set up to follow up on the recommendations of the ILO supervisory bodies.

Recruitment of new members and enhanced services for workers in Jordan

Through the establishment of the Domestic Workers Union in March 2019, the renewal of over 59 company-based collective agreements, and a Memorandum of Understanding with the Ministry of Labour, the General Federation of Jordanian Trade Unions, with ILO support, has increased its membership and enhanced services for workers in Jordan.

More than 300 domestic workers attended the congress of the Domestic Workers Union, developed a work plan and elected its leaders. The negotiated company-based collective agreements in the printing, food, services, banking, construction and electricity sectors benefited 146,000 workers. According to the Ministry of Labour, 58 agreements were concluded in 2018, enhancing living and working conditions of around 40,000 workers.

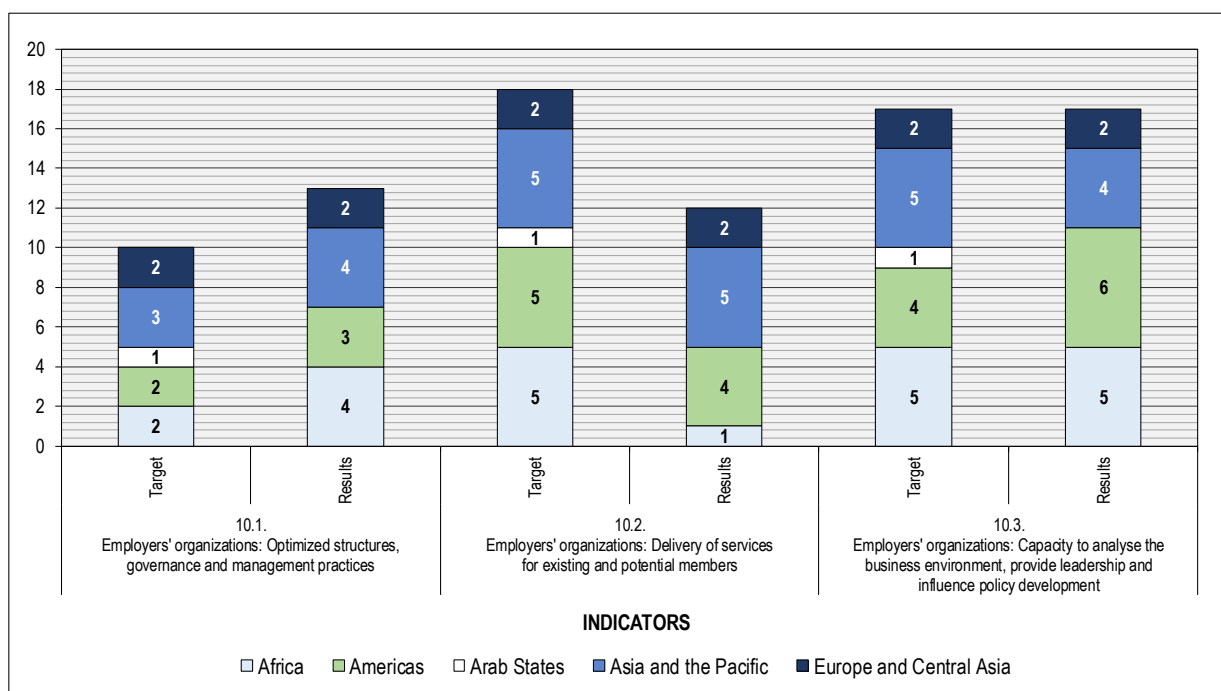
The future of work and the role of trade unions

Trade unions face increasing challenges derived from the transformational changes in the world of work, especially in their capacity to attract, integrate and represent a diversified workforce, as well as to reach out and forge alliances with other organizations with similar purposes. The ILO increased its efforts to provide support to workers' organizations, including through regional capacity building initiatives and the Global Workers Academy carried out in cooperation with the Turin Centre in 2018, as well as in the context of the [International Workers' Symposium](#) of October 2019. The ILO published specific reports on the future of trade unions and dedicated an issue of the [International Journal of Labour Research](#) to this subject.

Target and performance

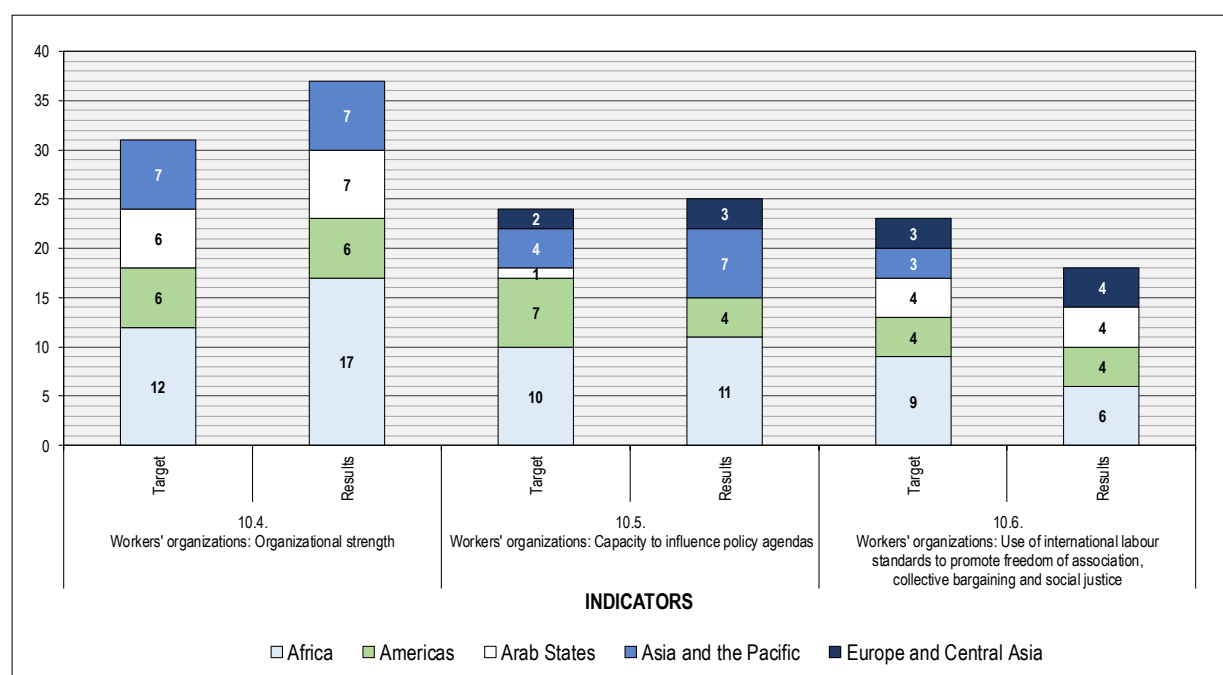
- 89.** Results achieved in relation to EBMOs met the target set for the biennium in relation to the number of organizations with enhanced capacity to analyse the business environment and influence policy development (indicator 10.3), and exceeded the target set in terms of optimization of organizational structures, governance and management practices (indicator 10.1). Progress was slightly below target in the area of service delivery (indicator 10.2), where service delivery efforts are required to ensure that EBMOs not only offer but are also equipped and enabled to sustain these services over time.

Figure 19. Targets and results achieved under outcome 10 (employers' organizations) by indicator and region



90. In the case of workers' organizations, results exceeded the target set for the biennium in terms of the increase of institutional strength (indicator 10.4) and policy influence (indicator 10.5). On the other hand, progress on the use of international labour standards to promote freedom of association, collective bargaining and social justice was below target in Africa and in Asia and the Pacific. The delivery of the ILO programme was delayed in some countries mainly as a result of internal and external challenges faced by trade unions, including political and security situations, ineffective social dialogue processes and lack of unity among workers' organizations at the national level.

Figure 20. Targets and results achieved under outcome 10 (workers' organizations) by indicator and region



Budget and expenditure

91. The total expenditure on outcome 10 during 2018–19 was US\$74.4 million, mostly from the ILO's regular budget (90 per cent).
92. Extrabudgetary resources made available to the Office for this outcome were lower than the amount estimated in the programme and budget for the biennium, which impacted on progress towards achieving the targets set for the biennium.
93. The main development partner in this biennium was the European Union. In addition, the RBSA supported new programmes launched in the biennium in the Pacific Islands and Sao Tome and Principe.

Source	Strategic budget (US\$ million)	Actual expenditure (US\$ million)
Regular budget	66.9	66.8
Extrabudgetary development cooperation	8.9	6.1
Regular Budget Supplementary Account	Not defined	1.5
Total	75.8	74.4

Partnerships in action: Gender equality means good business

"Win-Win: Gender equality means good business" is a project funded by the European Union co-implemented by the ILO and UN Women in Latin America and the Caribbean. The project, launched in 2018, promotes the economic empowerment of women by driving organizational change regarding gender equality as a necessity for competitive business performance. Win-Win collaborates with employer and business membership organizations in Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay.

This project contributes to the ILO's global efforts to advocate for the [need for businesses to have women at the top](#). Building on the Women in Business and Management (WIBM) programme and the Women at Work Initiative, and in collaboration with the University of California, Los Angeles, the ILO launched the report [Women in Business and Management: The business case for change](#) in May 2019. The report draws from findings of a global enterprise survey of 13,000 enterprises in 70 countries, and has attracted the attention of [media worldwide](#).

Partnerships in action: The role of rural trade unions in post-conflict Colombia

With support from the Government of Norway, the ILO started a programme in 2018 contributing to peacebuilding in Colombia through the participation of workers' organizations in rural development, with a focus on freedom of association, the right to collective bargaining, and the promotion of gender equality. The project aims to strengthen the representativeness, organizational capacity and socio-political influence of trade unions in the rural sector, promoting their participation on local social dialogue processes.

Cross-cutting policy drivers

94. The Programme and Budget for 2018–19 included four cross-cutting policy drivers. Three of them – international labour standards, social dialogue, and gender equality and non-discrimination – have a clear constitutional and institutional basis, relating to issues inherent to the ILO's founding mandate. The fourth cross-cutting policy driver – the just transition to environmental sustainability – reflects the emergence of climate change as one of the major transformative factors impacting the world of work with implications for the four objectives of the Decent Work Agenda.
95. The four cross-cutting policy drivers are relevant to each policy outcome and have informed the design and implementation of the related strategies. Therefore, the decent work results achieved during the biennium contributed to the advancement of all four drivers, albeit in different ways and to varying degrees. The contribution of each decent work result to progress of the drivers was monitored during implementation and measured using a four-category scale ² developed by building on the parameters agreed in the UN system for gender equality markers. The analysis in this section is based on the markers attributed to the decent work results. ³
96. Taken as a whole, 90 per cent of the results indicated a significant contribution or directly targeted the advancement of at least one of the four drivers, while just over a quarter (26 per cent) contributed significantly or focused on the progress of international labour standards, social dialogue and gender equality and non-discrimination simultaneously. As compared to 2016–17, this indicates significant progress in the reported contributions for all the cross-cutting policy drivers.

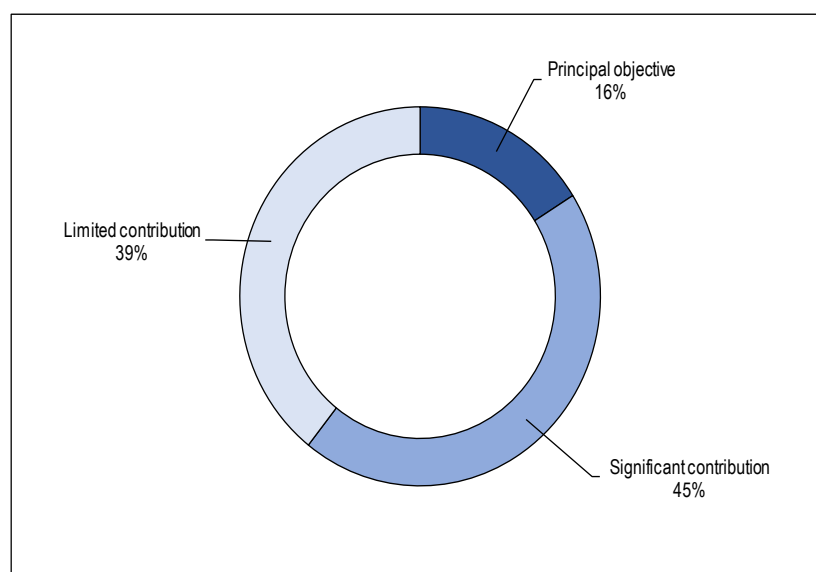
² 0 – Not expected to contribute to the cross-cutting policy driver; 1 – Expected to make a limited contribution to the driver; 2A – Expected to make a significant contribution to the driver; 2B – the driver is the principal objective.

³ See Decent Work Results Dashboard.

International labour standards

97. The ILO directed its efforts throughout this biennium to reinforce the message on the centrality of international labour standards and the associated normative work to achieve sustainable development. In total, 60 per cent of results achieved in 2018–19 across all policy outcomes made a significant contribution towards the advancement of this cross-cutting policy driver, or directly targeted it as the principal objective. The proportion was higher under outcomes relating to international labour standards (100 per cent), unacceptable forms of work (85 per cent), and labour migration and mobility (84 per cent).

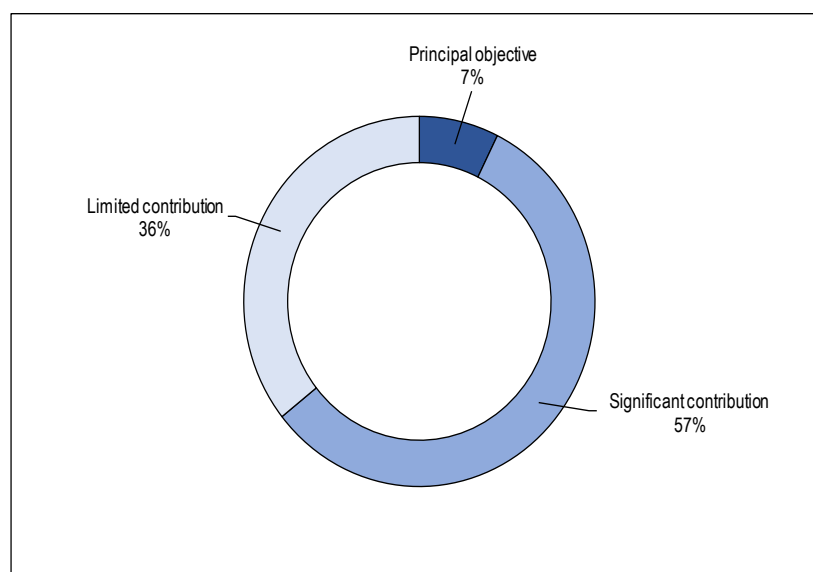
Figure 21. International labour standards: Distribution of decent work results by marker



Social dialogue

98. As reaffirmed by the 2016 [Resolution on Advancing Social Justice through Decent Work](#), social dialogue is the cornerstone of both the ILO's mandate and of steps taken at country level to realize social justice through decent work. The ILO has promoted social dialogue in the biennium 2018–19 across all outcomes, primarily through policy advice to tripartite constituents and through technical support to enhance the capacity of social dialogue actors, including workers' and employers' and business membership organizations, to participate effectively in social dialogue institutions.
99. In total, 64 per cent of results achieved during the biennium either made a significant contribution to social dialogue or were directly targeted at the advancement of this cross-cutting policy driver. The rate was higher in outcomes relating to the promotion of safe work and workplace compliance, including in global supply chains (75 per cent), international labour standards and the formalization of the informal economy (both at 70 per cent). This pattern confirms the importance of constituents' engagement and continued social dialogue in the processes to promote the ratification and application of international labour standards, formalization and workplace compliance.

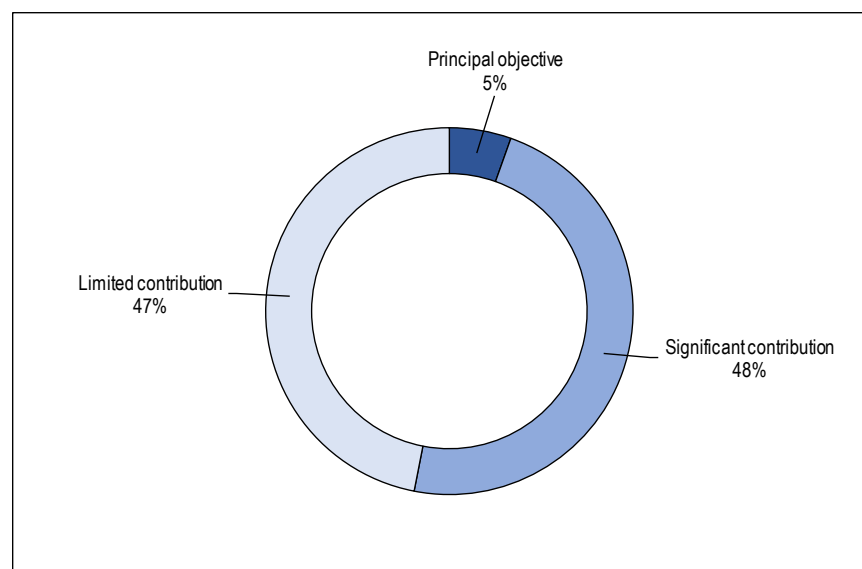
Figure 22. Social dialogue: Distribution of decent work results by marker



Gender equality and non-discrimination

- 100.** The ILO's work on gender equality and non-discrimination in the biennium hinged upon the development and dissemination of new research findings at country and regional levels. Gender wage gaps were also a focus of the ILO's *Global Wage Report 2018/19*. Other efforts to advance gender equality and non-discrimination included ratification campaigns of ILO Conventions relevant to the equal treatment of disadvantaged and vulnerable groups and the development of capacity of employers' and workers' organizations, including through the ILO's *Global Business and Disability Network*. In addition, the ILO provided policy and normative advice at country level, across all outcomes, including through development cooperation projects.
- 101.** In total, 53 per cent of results achieved in the biennium either made a significant contribution to or targeted specifically the advancement of this cross-cutting policy driver. Significant results above this average were achieved in relation to outcomes on formalization of the informal economy, decent work in the rural economy, unacceptable forms of work and labour migration and mobility. This means that a higher number of results made a significant contribution to gender equality and non-discrimination among workers in the most vulnerable situations.

Figure 23. Gender equality and non-discrimination: Distribution of decent work results by marker



Promoting a transformative agenda for gender equality and women empowerment

Under the framework of the Women at Work Initiative, the ILO produced three key reports that provide an in-depth analysis of persisting structural barriers limiting women's opportunities in the world of work and a set of recommendations to implement a transformative agenda for gender equality:

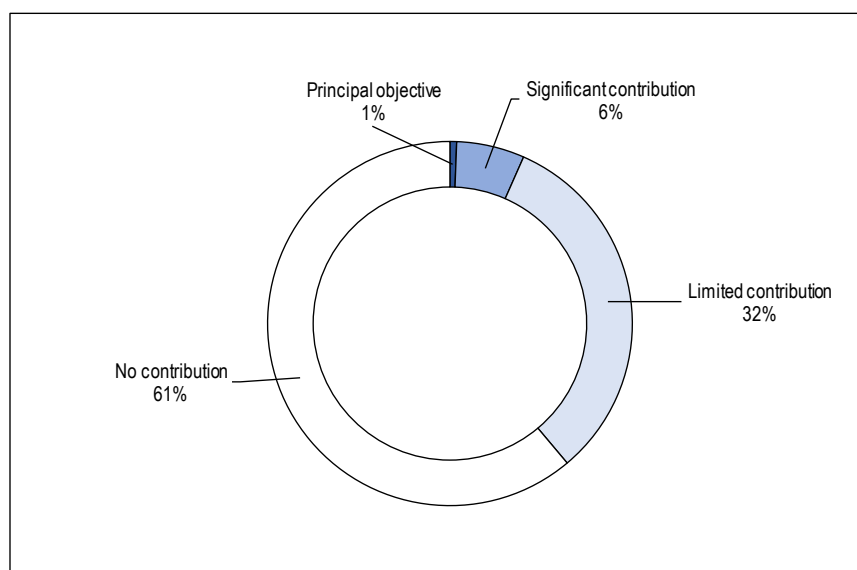
- *Care work and care jobs for the future of decent work* (2018);
- *The Women at Work Initiative: The push for gender equality* (2018; Report of the Director-General submitted to the 107th Session of the International Labour Conference); and
- *A quantum leap for gender equality: For a better future of work for all* (2019).

The policy proposals included in these documents will be the basis for the ILO's strategy in this area included in the Programme and Budget for 2020–21.

Just transition to environmental sustainability

102. Climate and environmental changes are key drivers of the transformations of the world of work. That is why a just transition towards a sustainable future of work, in its economic, social and environmental dimensions, acquired increased attention as an area of the ILO's work in 2018–19. During the biennium, the Office intensified efforts to raise awareness and expand the knowledge base on these issues. New research published included, for example *Working on a warmer planet: The impact of heat stress on labour productivity and decent work* and *Skills for a Greener Future*.
103. The results achieved in 2018–19 show limited but encouraging progress in the integration of a just transition to environmental sustainability into the policy areas of the ILO's work, with 7 per cent of results either making a significant contribution to or being directly targeted at the advancement of this cross-cutting policy driver. Another 32 per cent of results made a limited contribution to this driver. Progress was more significant under outcomes relating to sustainable enterprises, more and better jobs and the rural economy given the significance of the impact of climate change for these policy areas and their actors.

**Figure 24. Just transition to environmental sustainability:
Distribution of decent work results by marker**



How biogas creates jobs and promotes sustainable agriculture in Egypt

Up to 24 million new green jobs could be created worldwide using environmentally sustainable practices, according to the report, *World Employment and Social Outlook 2018: Greening with Jobs*. During the biennium, the ILO provided support to its constituents and fostered alliances with key stakeholders in governments and academia to develop national capacities to promote green jobs and green entrepreneurship in different sectors. The intervention to promote the use of biogas as a source of employment and sustainable agriculture in Egypt is an example of the beneficial effects of this kind of intervention for local development, decent work and the environment.

[Watch video.](#)

Enabling outcomes

- 104.** During 2018–19, the three enabling outcomes defined in the programme and budget facilitated the efficient and effective functioning of the ILO in accordance with its Constitution, regulations and procedures. Progress achieved in these areas supported the delivery of the ten policy outcomes and the achievement of the decent work results described in the previous sections.
- 105.** Results achieved under the areas of work covered by these outcomes were mostly on target with significant progress made in respect of:
 - the timely production of the ILO’s knowledge products with high-quality standards;
 - the improvement of labour market statistics and information systems based on internationally accepted standards that facilitate reporting on SDG indicators;
 - the inclusion of decent work in national sustainable development strategies and global commitments based on the ILO’s advocacy work;
 - the effective functioning of the governance and policy-setting organs of the ILO;
 - the quality of oversight, accountability and risk-management;

- the use of findings and recommendations from independent evaluations in decision-making; and
 - the efficiency and effectiveness of support services, country programming, resource mobilization, talent development and facilities management.
106. Appendix II and the Decent Work Results Dashboard provide detailed information on the results achieved by outcome and indicator.

Outcome A: Effective knowledge management for the promotion of decent work

107. The ILO consolidated its position as leader in knowledge and statistics in relation to the world of work, the future of work and the decent-work related SDGs. The Office produced and disseminated authoritative research and statistics in these areas; engaged in global, regional and national partnerships for the promotion of decent work; and intensified efforts to strengthen institutional capacities for that purpose.

Research and knowledge

108. Two priority areas – the future of work and the SDGs – drove the ILO’s research agenda during the biennium in view of their central importance to the Organization’s overall mandate and direction. Several research documents were prepared as inputs to the work of the Global Commission on the Future of Work. Research on the dynamic interlinkages between economic growth, decent work and environmental integrity was also essential to undertake the detailed analysis of progress towards SDG 8 included in the report *Time to Act for SDG 8*.
109. The ILO developed relevant, robust and timely research, highlighting trends in the world of work and analysing cutting-edge issues to guide its policy advice through global flagship reports, policy briefs and knowledge platforms. These included the *World Employment and Social Outlook* (Trends 2018, Trends for women 2018, Trends 2019 and Greening with Jobs), as well as the *Global Wage Report 2018/19* which focused on gender pay gaps.
110. At the regional level, some of the major publications included the *Asia-Pacific Employment and Social Outlook 2018*, a substantive report on *Wages in Africa*, and a quantitative and qualitative analysis entitled *Child labour in the Arab Region*. It also continued the annual publication of the *Labour Overview of Latin America and the Caribbean*, with its 25th edition in 2018.
111. All flagship and major reports were produced on time following internationally recognized publishing standards, including peer reviews. These products, particularly those relating to the future of work, received significant media attention at national, regional and global levels and were referenced in international forums and by multinational organizations, including the UN General Assembly, the OECD, the World Bank and the International Monetary Fund (IMF).
112. There were also several collaborations with the international academic research community in the framework of conferences such as “Regulating for Decent Work” (Geneva, 2019) and “International Labour and Employment Relations Association” (Seoul, 2018). Such collaborations were also essential to enhance the impact of the ILO’s academic journal – the *International Labour Review* – and to increase the production of peer-reviewed books and journal articles on decent work topics.

Statistics

113. During the biennium, the ILO stepped up its work in this area by developing the capacity of constituents and national statistical offices, including through training courses on labour market information systems and the Labour Market Statistics and Analysis Academy in collaboration with the Turin Centre. The ILO also developed a resource toolset on labour force surveys and a [Quick guide on measuring economic characteristics in the population census](#), in coordination with the United Nations Statistical Division and the United Nations Population Fund (UNFPA).
114. The ILO enlarged, redesigned and consolidated the [ILOSTAT website and database](#), which now includes 74 million data values – an increase of nearly 150 per cent from the 30 million values available in 2016–17 – featuring new datasets for the SDG labour market indicators under ILO custodianship. The ILO harmonized its microdata collection in a central statistical repository that ensures consistency and comparability of data underpinning the ILO's technical and analytical work, including global and regional estimates for decent work-related issues.
115. The [20th International Conference of Labour Statisticians](#) (Geneva, October 2018) adopted key resolutions concerning statistics on work relationships, on the methodology of the SDG indicators 8.8.2 on labour rights, 8.b.1 on youth employment policies, and on child labour statistics. The Conference also adopted guidelines concerning statistics on international labour migration, measurement of forced labour, measurement of qualifications and skills mismatches, and cooperatives.
116. At the national level, the ILO contributed to strengthening labour market statistics in 20 member States and supported the collection and reporting of information on decent work-related SDG indicators in 32 countries.

Communications

117. The ILO communication efforts contributed to confirming the position of the ILO as the knowledge leader in the world of work. This included planning, preparation and promotion of communication materials on reports and data launched during the biennium, including the major flagship reports.
118. The ILO Centenary presented a unique opportunity to bring the ILO to broader audiences. The implementation of the ILO100 communication strategy in 2019 led to the adoption of a unified visual identity and the delivery of a core set of messages worldwide, increasing the awareness of the ILO's mandate, work and results. The strategy included a communication campaign, the 24-hour Global Tour, video projects and the development of the ILO100 News website, which made the most of new web technologies to produce an immersive multimedia journey through the ILO's past, present and future, outperforming all other ILO communication web content.
119. Overall, the ILO newsroom received over 1.1 million views in 2018 and almost 1.4 million views in 2019. Press releases on reports and data on the ILO public website were the most viewed items in both years. In terms of news media coverage, ILO press releases and news generated over 160,000 articles in 2018 and over 190,000 in 2019. The ILO [Work in Progress](#) blog, which regularly carries posts on ILO research and data, registered a 24 per cent increase in views from 2018 to 2019. Video views increased by 61 per cent. The ILO100 websites attracted more than 340,000 unique viewers in 2019.

Partnerships

120. In addition to the global partnerships within the United Nations system and other multilateral organizations described in Part I of the report, the ILO also increased its participation in policy debates with the World Bank, the OECD, the IMF and other international financial institutions. In May 2019, the United Nations System Chief Executives Board for Coordination endorsed the [UN system-wide strategy on the future of work](#), prepared by a task team under the leadership of the ILO, calling on all UN entities to take it forward and mandating the ILO to spearhead the effort to promote the translation of the strategy into country-level guidance and action.
121. The ILO, together with the United Nations Development Programme (UNDP), also led the development of the [United Nations Disability Inclusion Strategy](#), endorsed by the Chief Executives Board and launched by the UN Secretary-General in June 2019. The strategy includes policy measures and an accountability framework on disability inclusion, with benchmarks to assess progress across the UN and to accelerate transformative change in this area.
122. The ILO, the International Organization for Migration, the United Nations Educational, Scientific and Cultural Organization, the IOE and the ITUC launched a [Global Skills Partnership on Migration](#) in 2018 to support countries in their efforts to develop and recognize the skills of migrant workers, with a focus on women and youth.
123. In 2018, the ILO and the Tokyo Organising Committee of the Olympic and Paralympic Games 2020 signed a partnership agreement to promote sustainability and advance socially responsible labour practices among the games' delivery partners, using as a framework the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy ([MNE Declaration](#)).
124. [South–South and triangular cooperation \(SSTC\)](#) continued to be a significant modality of cooperation. During 2018–19, ILO member States and many constituents from the Global South reaffirmed their commitment to this modality through their engagement at the [BAPA +40 UN High Level Conference](#). Similarly, ILO constituents supported SSTC in: (i) the [Regional Initiative Latin America and the Caribbean free of child labour](#) and forced labour, including through financial contributions from the Governments of Brazil and Spain; (ii) a care economy skills-training project in the ASEAN region with financial contributions from the Government of China; and (iii) UN joint programming mechanisms on climate change and peace and development for the Caribbean with financial contributions from the Governments of India and China.

Institutional capacities for decent work

125. In 2018–19, all ILO offices and departments carried out specific initiatives to develop institutional capacities for decent work, with a focus on tripartite constituents. In March 2019, the ILO Governing Body approved the [ILO-wide strategy for institutional capacity development](#) that informed the preparation of the Programme and Budget for 2020–21. The strategy recognized the central role of the Turin Centre for the delivery of capacity development and as a space to elaborate and test new approaches.
126. During the biennium, the Turin Centre significantly increased the number of participants in its courses, on the back of the introduction of new distance learning products, reaching more than 22,000 people with face-to-face training and more than 23,000 people with distance learning activities (44 per cent women and 40 per cent from ILO tripartite constituents' organizations). Two out of three of the Turin Centre's training activities were designed and delivered in collaboration with ILO departments and field offices and more than 90 per cent

of all group training activities were thematically linked to the ten policy outcomes and three enabling outcomes of the ILO's programme and budget.

- 127.** The Turin Centre also further improved its service quality. The level of participant satisfaction increased, with an average score of 4.49 on a scale of 1 to 5. Knowledge assessments administered at the end of training activities showed that 83 per cent of all participants acquired new, applicable insights during training. The 2018 and 2019 external training evaluations commissioned by the Centre showed that more than 70 per cent of all former participants went on to apply their newly acquired knowledge after training.

**What happens after training? The impact of labour migration courses
carried out by the Turin Centre**

The 2019 external evaluation of the training activities of the Turin Centre reviewed courses on labour migration. The evaluation relied on a combination of qualitative and quantitative methods to assess learning impact, including an online survey of former participants. Of the total 108 survey respondents, 103 indicated concrete impacts on institutional capacity or on their country resulting from applying training content. Among other effects, interviewees highlighted the ratification of ILO Conventions in Madagascar, Morocco and Sierra Leone; the development of an Africa region-wide union network on migration; the establishment of a social partner consultation mechanism with an ASEAN Commission; and the conclusion of bilateral labour migration agreements between Ethiopia and destination countries.

Source: Global Migration Policy Associates. 2019. *Independent external evaluation of the ITCILO training and learning activities in the area of labour migration from the beginning of 2017 till mid-2018* (Geneva).

Outcome B: Effective and efficient governance of the Organization

- 128.** ILO efforts over the biennium focused on ensuring the fullest engagement of the tripartite constituents in decision-making and priority-setting processes. Strategic decisions were made through the ILC's adoption of the [ILO Centenary Declaration for the Future of Work, 2019](#). The ILO also provided efficient support to the governance organs and meetings, maintained an effective oversight of resource use, and strengthened its accountability mechanisms.

Governance organs

- 129.** The ILO continued the successful implementation of the Governance Initiative with a focus on the role and functioning of the Regional Meetings, the implementation of the [2016 Resolution on Advancing Social Justice through Decent Work](#), and enhancing efficiencies.
- 130.** The *Rules for Regional Meetings* were revised and modernized, and two successful meetings in the Americas and Africa were carried out during the biennium. Almost all the elements contemplated in the programme of work to give effect to the 2016 Resolution were delivered as planned. The results framework for 2020–21 was revised, a new evaluation policy and strategy were adopted, as well as the ILO-wide strategy for institutional capacity development. ILOSTAT was improved and the partnership strategy was successfully implemented, as demonstrated by the functioning of issue-based alliances in relation to the SDGs.
- 131.** Efficiencies were achieved through the shortened formats of the International Labour Conference and Governing Body sessions. This led to more transparent and expeditious meetings, and was due in part to an increased number of briefing sessions and intersessional consultations.

- 132.** Efficiency gains were also due to enhanced use of information and communication technologies. The Office improved access to documents through websites and expanded the use of the ILO Events App. All the pre-session official documents for the Governing Body were published exclusively electronically, about 80 per cent of them within the statutory deadlines. The volume of words processed during the biennium remained stable at around 24 million.
- 133.** Continuous improvement of the working methods and functioning of the Governing Body and the International Labour Conference was maintained throughout the biennium. The Office applied a new digital system for submission of amendments at the Conference and introduced time-management measures for the Governing Body. Progress achieved at the International Labour Conference plenary included time savings of 9.3 per cent in 2018 and 7.7 per cent in 2019. The Governing Body sessions of March and November 2018 required more than 20 per cent of additional time to be completed. The additional time required was reduced to 2 per cent in the March 2019 session, and in October–November 2019, the Governing Body completed its work 2 per cent below the time foreseen.
- 134.** Active legal counselling and support was provided to ensure the effective functioning of the governance organs, including for the development and adoption of the revised *Rules for Regional Meetings*, as well as the new Standing Orders for Technical Meetings and the Standing Orders for Meetings of Experts.

Oversight and risk management

- 135.** The ILO's oversight mechanisms were further developed during the biennium. Key achievements included the issuance of a Statement of Internal Control aligned with best practices in the United Nations system; the revision of the enterprise risk management framework and update of the ILO's risk registers; and the issuance of a new Office Directive on ethics and another on reporting misconduct and protection from retaliation. Unmodified audit opinions were received from the External Auditor confirming full compliance with International Public Sector Accounting Standards (IPSAS) for both sets of consolidated financial statements prepared during the biennium, made available to member States together with the financial statements.
- 136.** Further efforts are necessary to speed up the preparation of action plans to follow-up on audit recommendations, which is currently in excess of four months from the date of issuance. Around 75 per cent of the recommendations, however, were implemented on time. Implementation was deferred for only 3 per cent of the recommendations, in general, for budgetary reasons.
- 137.** The Independent Oversight Advisory Committee (IOAC) provided advice and monitored progress in all these areas, and submitted its own reports to the Governing Body on an annual basis.
- 138.** The Enterprise Risk Management Framework was revised in May 2018, and an exercise was launched to update risk registers, which were reviewed and completed in all departments and offices. In support of this process, the ILO developed and delivered training for staff at headquarters and in the field, aiming at further enhancing organizational competence and capacity in risk management.

Evaluation

- 139.** The new evaluation strategy implemented during the biennium builds on a transformative evaluation policy adopted in March 2018. The new policy direction required the introduction of guidelines, checklists and methods to better align evaluations with the ILO's core

mandate, namely international labour standards and social dialogue and tripartism, while also capturing the ILO's contribution to the SDGs and cross-cutting issues such as gender, disability and other forms of discrimination.

140. The use of governance-level evaluations further increased, with management response taking place either fully or partially for more than 80 per cent of their recommendations. Follow-up to recommendations of project evaluations was 81 per cent, slightly below the target of 85 per cent set for the biennium. This was partly due to a more rigorous assessment of proposed follow-up as part of the introduction of a new automated management response system.
141. Evaluation reports continued to be of high quality. Ex-post quality appraisals conducted by external experts showed that, overall, 97 per cent of the evaluation reports carried out in 2018 fell in the category of "satisfactory", as compared to 86 per cent in 2015.
142. The ILO Evaluation Advisory Committee held nine discussions. The Committee provided substantial input into follow-up to recommendations for five high-level evaluations, approved the workplans of three high-level evaluations and endorsed the final progress reports of two high-level evaluations.

The importance of evaluations for accountability and organizational learning

The ILO made substantial progress in the implementation of its results-based evaluation strategy 2018–21. The [Annual Evaluation Report 2018–19](#) provided a detailed account of the implementation of the strategy by outcome, milestone and target. It showed an increase in the number of independent evaluations completed as planned, reflecting the ILO's improved internal capacity to manage evaluations. The quality of evaluations, essential for accountability and organizational learning, also continued to improve. To enhance the strategic use of evaluation and reduce evaluation fatigue, the new evaluation policy recommended clustering evaluations whenever shared results frameworks are in place. Clustering evaluations allows for a richer analysis of commonalities and differences for similar projects yet implemented in a variety of national and sectoral contexts. This generates efficiency gains. The Office will pursue strategic discussions with the development partners to organize more cluster evaluations in 2020–21.

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

143. The ILO has continued improving its administrative processes and results-based management (RBM) systems to make a more effective and efficient use of the resources entrusted to the Organization.

Business improvements and transparency

144. The ILO continued developing and implementing innovations in its service delivery models, increasing the efficiency and responsiveness of processes and working methods. Efforts during the biennium focused on streamlining operations to provide the necessary support to ensure an effective functioning of the ILO supervisory bodies.

**Leveraging resources to facilitate innovation,
problem solving and team development**

The ILO is developing its internal capacity and expertise to enable staff and managers to continuously improve working methods through a focus on innovation, strategic problem solving and team development. A dedicated team with in-depth knowledge of the ILO context has begun to function in some instances as an in-house alternative to the use of external consultants and makes available the assistance required to invest in innovations. It supports managers and staff to transform innovative ideas into projects that are feasible, provides solutions to management problems using co-creation methodologies, and facilitates team development.

During the biennium, the team collaborated with the ILO International Labour Standards Department and the Information and Technology Management Department to redesign internal processes supporting the efficient functioning of the Committee of Experts on the Application of Conventions and Recommendations and the Committee on Freedom of Association. Some of the improvements generated by these initiatives include:

- a new electronic workflow that reduces redundant steps and tasks and facilitates information-sharing between members of the committees;
- improved user-friendly techniques to streamline the drafting of documents;
- dashboards to track the progress of files through the workflow; and
- a new electronic document classification and storage system.

- 145.** In 2019, the Office rolled out its global enterprise management system (IRIS) to all offices. IRIS is now available in 79 ILO duty stations across the world. Other information technology developments have also led to an increased availability of technical and financial information for ILO officials in support of decision-making, RBM and an improved recruitment system. These are part of the ILO's journey to enhance the transparency of its financial and results data, and include: (i) applying [data standards established by the UN](#); (ii) aligning with the [OECD/ODA financial data reporting](#) on official development assistance; and (iii) working with the [International Aid Transparency Initiative \(IATI\)](#).

Strategic programming and results-based management

- 146.** The ILO improved its outcome-based work planning methods and tools and enhanced internal and external reporting. It also provided interim guidance to facilitate the engagement of the ILO and the ILO constituents with the new United Nations Sustainable Development Cooperation Frameworks, including through the development of a new generation of DWCPs.

Including decent work in the United Nations Sustainable Development Cooperation Frameworks

The ILO actively participated in the inter-agency process that led to the formulation of new guidance for the United Nations Sustainable Development Cooperation Framework, which was rolled out in the second half of 2019. Most of the UN programmes developed or revised during the biennium included the promotion of decent work opportunities, increased access to social protection and protection against unacceptable forms of work. This was the case, for example, for the following:

- the 2019 update of the Lebanon Crisis Response Plan 2017–2020;
- the Cooperation Framework for Pakistan 2018–2022;
- the Partnership Framework for Sustainable Development 2019–2023 of the Philippines;
- the Cooperation Frameworks 2019–2023 of Benin, Lesotho, Mauritius and Togo; and
- the Cooperation Framework 2019–22 for Chile.

- 147.** Thirty-one new DWCPs were approved during the biennium. This brought the total amount to 56 active DWCPs by the end of 2019, with another 36 in preparatory stages, including consultations with the tripartite constituents. The internal quality control mechanism showed that all these programmes were aligned with national development priorities, with the

Cooperation Frameworks, and aimed at contributing significantly towards the achievement of the 2030 Agenda through an integrated pursuit of the four strategic objectives of the Decent Work Agenda.

	New DWCPs approved in 2018–19	Total DWCPs active by end 2019	DWCPs in preparatory stages by end 2019
Africa	12	22	20
Americas	1	3	2
Arab States	5	6	–
Asia and the Pacific	9	16	12
Europe and Central Asia	4	9	2
Total	31	56	36

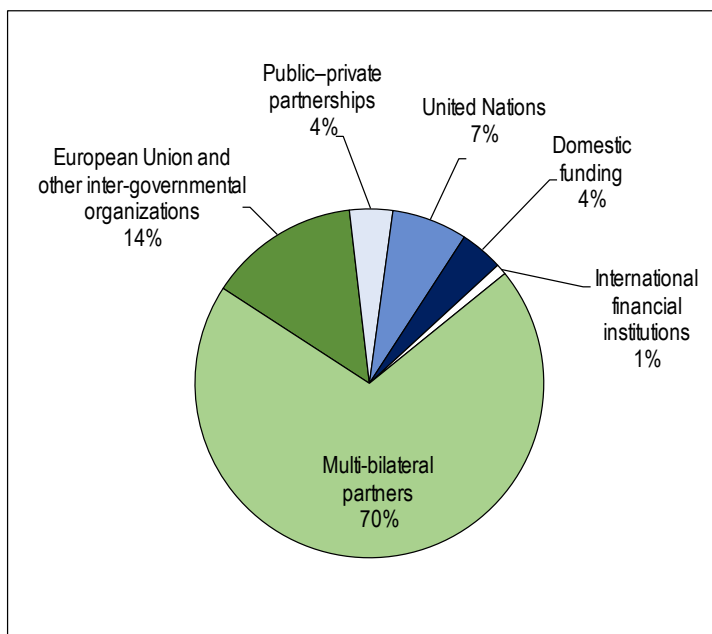
Development cooperation

- 148.** Significant efforts were deployed to increase the level of voluntary contributions for the ILO programme, particularly in the follow-up to the [Resolution concerning effective ILO development cooperation in support of the SDGs](#), adopted by the International Labour Conference in 2018. The [Governing Body](#) also reaffirmed that development cooperation is an integral part of the ILO's overall service delivery to constituents and it called for the ILO to ensure that it is fit for purpose in the context of a [reformed UN development system](#), while retaining its unique identity as a tripartite specialized agency.
- 149.** New approvals of voluntary funding in the biennium reached over US\$791 million. The top 20 contributors continue to provide more than 97 per cent of the total voluntary funding. Partnerships were deepened with several donor countries, with moderate progress in terms of diversification of the donor base. South–South and triangular cooperation remained an important source of expertise and resources. Funding from emerging partners continued to support specific ILO programmes, including on child labour, skills development and the effects of climate change on decent work.

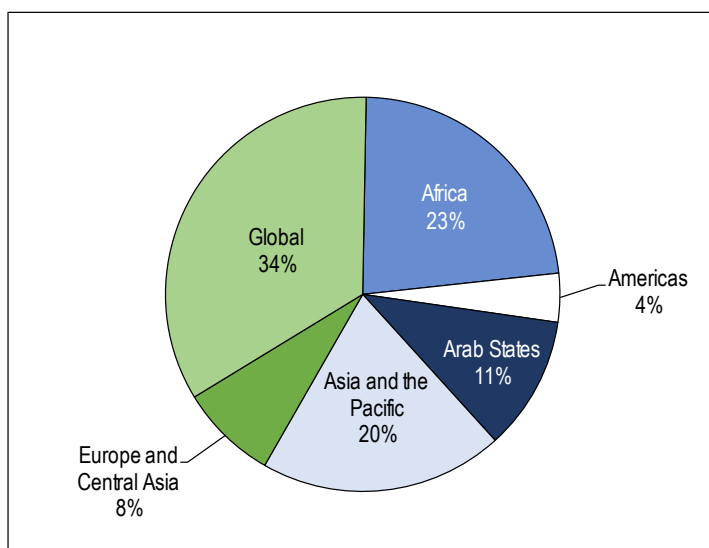
Resource mobilization for decent work in 2018–19

The voluntary contributions mobilized during 2018–19 increased by almost 30 per cent as compared to 2016–17. In addition, unearmarked voluntary funding received from the eight RBSA donors totalled over US\$27 million.

Relative to 2016–17, there was a considerable increase in the contributions from multi-bilateral partners – donor governments – in the total portfolio, with large contributions received from the Governments of Germany, the Netherlands and the United Kingdom. The share of contributions from public–private partnerships (PPPs) and the UN remained relatively stable, while the share from international financial institutions (IFIs), domestic trust funds (DTFs) and other inter-governmental organizations declined slightly. The European Commission remained one of the ILO's most important development partners.



In terms of regional distribution, the share of resources mobilized for Africa, Europe and Central Asia and the Arab States remained steady; approvals for Asia and the Pacific and the Americas declined slightly. Approvals in support of global projects increased, reflecting partners' interest in larger scale programmes that frequently include more than one region and deliver decent work results at the country level.



Thematically, these contributions targeted employment-intensive investments, labour migration, global supply chains and skills development. Some projects gave particular focus to improving prospects of refugees and host communities by providing jobs, protection and education, and combating child labour and forced labour, as in the PROSPECTS project supported by the Government of the Netherlands.

150. Unearmarked voluntary contributions to the RBSA remained invaluable, enabling the Office to allocate this funding in a flexible and timely manner. In 2018–19, the RBSA continued to target priority low-income countries and lower-middle income countries. This funding was programmed to support:

- the achievement of decent work results at country level, with a focus on strengthening the virtuous cycle between the ILO’s normative function, DWCPs and technical assistance (for example, Afghanistan, Colombia, Kazakhstan, Kyrgyzstan, Occupied Palestinian Territory, Ukraine);
- reinforcing the role of ILO constituents within wider UN processes in order to better contribute and steer progress on the SDGs (for example, the Caribbean, Pacific Islands, Sao Tome and Principe, Viet Nam); and
- enhancing ILO responsiveness to emerging issues and situations of fragility (for example, Ethiopia, Iraq, Peru, Sahel and South America – focusing on the Venezuelan migrant crisis).

Human resources development

151. In the framework of the Human Resources Strategy 2018–21, the ILO continued to strengthen performance management, advancing staff development and fostering strong leadership skills. Efforts to enhance the quality, timeliness and compliance with the performance management framework achieved in 2016–17 were sustained and further advanced as a result of the implementation of a range of new initiatives to improve the definition of expected outputs and the performance appraisal system. Other measures in 2019 included the introduction of a new set of generic job descriptions for National Professional Officers and General Service staff serving on regular budget positions in field duty stations. This facilitated more agile Office operations while offering wider career path opportunities for staff. The job descriptions for field office directors were updated to ensure their responsiveness to the needs arising from UN reform.

152. In April 2018, the “ILO Jobs” e-recruitment tool was rolled out worldwide. The platform had over 1.5 million visitors and 100,000 sign-ups since go-live. This has increased the outreach of the ILO, a critical factor for ensuring diversity among the pool of candidates. In addition, the ILO started collaborating with relevant online job boards such as ImpactPool. The reporting and tracking tools included in the new ILO Jobs platform allows for monitoring progress towards achieving gender balance and improved geographical distribution across the ILO workforce.

153. During the biennium, the ILO invested around US\$6.6 million on staff and leadership development activities managed centrally and another US\$3.7 million managed by departments and field offices. An expanded range of e-learning programmes provided global opportunities for induction, language and governance training, while the LinkedIn Learning library offered ILO staff worldwide immediate, on-the-job access to video-based courses for improving their effectiveness at work.

154. In March 2018, the Director-General launched an Office-wide campaign to prevent sexual harassment and misconduct, thereby promoting a safe and harassment-free working environment and a culture of mutual respect across the Organization. The Office has participated actively in the UN system-wide task force to address sexual harassment within the entities of the UN system, which has developed outputs and resources to ensure a consistent approach to preventing harassment from occurring and addressing it if it does.

- 155.** A second campaign, “Gender equality: Take action”, was launched to provide all staff with ideas and actions to help make the ILO a more gender-responsive and inclusive workplace as a means to realizing gender equality and women’s empowerment. An action plan for improving the diversity of the ILO workforce was adopted by the Governing Body in October 2019, which includes efforts to improve gender balance.

Office facilities and environmental performance

- 156.** The renovation of the headquarters main building was completed ahead of schedule and below budget. The renovation included a complete re-insulation of the façade to meet current standards; the installation of energy-efficient equipment such as LED lighting; and air-handling units with a high-performance energy recovery system, thereby reducing energy needs and consumption.
- 157.** The main building was brought into compliance with the current fire protection code, a major improvement in terms of safety. All asbestos was removed from the main building and safety exits were installed in the main conference rooms.
- 158.** The ILO continued to improve environmental performance, with an 11 per cent decrease in annual energy consumption for 2019, as compared to 2015. A water management technologies system was installed in all the newly renovated premises and enhanced waste management practices were established in all its offices.

Part III. Lessons learned and future prospects

- 159.** The feedback provided by the ILO constituents on the relevance and quality of the work carried out during the biennium, combined with the Office's own assessment of its performance in servicing member States and the findings of independent evaluations, provide a wealth of insights into what has worked well and what has not in delivering the ILO programme.
- 160.** The following sections summarize some key lessons drawn from the implementation of the ILO programme in 2018–19 and action that is being taken to build on those lessons with a view to enhancing ILO performance in 2020–21.

Strengthening leadership through evidence-based knowledge and advocacy

- 161.** During 2018–19, the ILO continued and deepened its efforts to generate and disseminate evidence-based, forward-looking knowledge on key world of work issues. ILO research products on the future of work and related policy issues of major global significance enhanced ILO visibility, contributing to further positioning the Organization as a global leader on the world of work and increasing its influence in policy discussions, globally and in countries.
- 162.** Experience in the biennium shows that progress in this area was largely the result of improvements in the approach the Office uses to produce and disseminate high-quality, timely and relevant knowledge that underpins its policy recommendations so as to address current and future challenges in the world of work. The choice of the future of work as an overarching theme shaping and driving the ILO research agenda in 2018–19 brought focus to the major knowledge products published in the biennium, while fostering joint collaboration on key research areas across technical departments at headquarters and with the regions. In turn, this has required more integrated research initiatives, stronger coordination of statistical activities across the Office (especially in relation to SDG indicators), increased interactions with ILO constituents and the academic community, and collaboration through public–private partnerships.

"ILO should welcome any partnership modality that supports research since this a crucial area for which funds are not easily mobilized. However, the process of establishing a PPP may be a bit too cumbersome and lengthy for this type of project, which are research-oriented and need to be straightforward. Hence, it might be helpful to find other modalities for partnerships or a fast track that supports research."

Source: ILO. Evaluation Office. 2019. *Independent evaluation of ILO's public-private partnerships, 2008–2018* (Geneva), p. 42.

- 163.** These efforts were supported and amplified through a well-targeted, evidence-based advocacy and outreach strategy as well as enhancements in key knowledge platforms such as ILOSTAT. The Office now needs to build on and take forward these achievements with a view to further improving messaging, formats and dissemination tools to make ILO research and statistics more useful to constituents and partners, as well as continuing to pursue research on frontier issues.

“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.”

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

164. Four issues on evidence-based knowledge and advocacy will require continued attention in the future:

- (1) Establishment of regular consultations with employers, workers and governments on research activities are necessary to ensure a balanced response to the varied needs of the constituents, in line with the goals of the ILO Research Strategy 2020–21.
- (2) Improvement of the coordination of research activities on frontier issues is needed, in light of the rapidly evolving challenges facing the world of work, both within the Office and with other organizations. The Office will explore innovative funding mechanisms for that purpose, especially through South–South and triangular cooperation (SSTC) and public–private partnerships.
- (3) The quality of nationally generated statistics to monitor progress towards decent work and the SDGs needs improvement. Strengthening the capacity of the ILO constituents to produce, collect, understand and disseminate data on SDG targets will remain a priority of ILO work in 2020–21 – particularly those related to the indicators under the ILO’s custodianship on decent work.
- (4) Pursuit of an impactful, evidence-based communication strategy should build on the momentum created by the ILO 100 campaign to advocate a human-centred approach to the future of work and build consensus thereon at the global, regional and country levels.

Fostering policy coherence in support of a future of work with social justice

165. In reaffirming the imperative of social justice that gave birth to the ILO 100 years ago, the Centenary Declaration charts a course of action to address the contemporary challenges brought about by transformative change in the world of work. In this context, the human-centred approach defines the enabling conditions for a future of work with social justice, which in turn is fundamental for achieving sustainable development. The realization of such a future of work rests on integrated policy responses and coordinated action by a wide array of partners, as indicated in the Resolution of the UN General Assembly welcoming the Centenary Declaration.

166. The momentum generated by the Centenary Declaration provided the ILO with new opportunities for partnerships to foster policy coherence. Three specific lessons follow indicating how the Office and ILO constituents can sustain systemic engagement to optimize future partnerships.

167. First, experience in the biennium confirms the need to make information on the ILO’s mandate, the role of its tripartite constituency, and the scope of its normative function, available in a way that is easily understood by its partners. The Office’s advocacy and outreach efforts, including across the UN system and with international financial institutions, needs to be strengthened in this regard.

“... there is a perceived lack of understanding of how tripartism works among external stakeholders, as this dialogue model is unique to the labour and employment sector. On the other hand, there appears to be a growing understanding within the ILO that, in order to advance decent work programmes, effective linkages and synergies need to be created that go beyond the usual government, labour and employment constituents only.”

Source: ILO. Evaluation Office. 2019. *Independent high-level evaluation of the ILO's programme of work in four selected member countries of the Southern African Development Community (SADC) (Lesotho, Madagascar, South Africa and the United Republic of Tanzania), 2014–18* (Geneva), p. 63.

- 168.** Second, experience also confirms that global partnerships built in the context of UN reform and beyond have great potential but need to be backed up by adequate human and financial resources. The positive outcome of ILO's participation in the Joint SDG Fund on social protection in 2019 – with the ILO being present in 27 national projects, and leading nine of them – required strategic focus, enhanced internal coordination and sustained efforts over time.
- 169.** Third, the kind of engagement and support expected from the ILO at country level is changing in the face of the ongoing reform of the UN development system. The centrality of the United Nations Sustainable Development Cooperation Framework as the most important document for planning and implementation of UN initiatives at country level requires more coherent policy responses from across the UN system and national counterparts alike. Experience has shown that the ability of ILO constituents to contribute to these processes depends not only on their capacity to act with agency at the right time and in the right instances, but also to do so working with and through a wide spectrum of partners and stakeholders.

Decent Work Country Programmes and UNDAFs: A pilot initiative

Between July 2018 and June 2019, the ILO implemented a pilot initiative in four countries (Burundi, Iraq, the Philippines and Suriname) to formulate well-designed, high-quality DWCPs, aligned with the United Nations Development Assistance Frameworks (UNDAFs) and the national plans, in pursuit of the SDGs, underpinned by clear theories of change and resource strategies.

Some of the key lessons learned from this pilot initiative are:

- Relevant and coherent DWCPs require constituent capacity building that is tailored to their needs and woven into the formulation process, without jeopardizing ownership. The experience in Burundi and Suriname proved that training on RBM and theories of change is more effective if immediately applied to the formulation of the DWCP. Capacity development should also cover the process that highlights complementarities with the UNDAF, its preparation and characteristics.
- Data is not an optional extra. In Iraq the availability of data on key world of work issues helped reflect the concerns of the tripartite constituents in the decent work country diagnostics, which in turn served as the ILO's input to the Common Country Analysis (CCA).
- Engagement with the UN Resident Coordinator as the DWCP development unfolds can enhance understanding of ILO constituent needs and priorities, and facilitate their participation in the UN planning process.
- Continued participation of constituents and other partners is key for a successful exercise, but may be costly especially in countries where the ILO is not a resident agency. Adequate resources need to be set aside for this purpose, and activities must be planned and carried out taking into account the schedule of UNDAF and other UN in-country processes.

- 170.** Considering the above, three further issues on fostering policy coherence will require continued attention in the future:

- (1) Sustained commitment is needed to ensure that constituents participate in and contribute to UN processes at the country level, particularly the Cooperation

Frameworks. Measures piloted in 2018–19 to support the development of improved and better aligned DWCPs will continue;

- (2) Coordination of ILO services to member States in the context of the Cooperation Frameworks must be reinforced. The provision of timely and quality inputs to the Common Country Analysis needs to remain a priority for the ILO in order to ensure that the concerns and priorities of tripartite constituents are appropriately reflected in the Cooperation Frameworks; and
- (3) Continued engagement with other UN agencies and IFIs to promote policy coherence for the promotion of a human-centred approach to the future of work is essential to reap the opportunities provided by a reformed UN. In addition, the ILO will be able to leverage wider support for decent work as one of the key elements of sustainable development.

Securing strategic and integrated use of resources for greater impact

171. In a context of increased demand for ILO services, the ILO must use all its resources strategically to achieve results that have higher chances to bring about significant change. Measures introduced in 2016–17 to monitor delivery of the ILO’s programme and budget were pursued in 2018–19, and continued to prove helpful to enable the redeployment of resources towards the highest priorities in an agile and timely manner.
172. Extrabudgetary resources from voluntary contributions are an invaluable source of funding to support delivery of the ILO programme and scale up services to better meet constituents’ needs. Experience confirms that these resources were more impactful when aligned with the priorities of the tripartite constituents, often leveraging domestic funding. Voluntary funding, however, has been uneven across the ten policy outcomes of the programme and budget for the biennium. Further efforts are needed to move away from a multiplicity of relatively small projects towards broader programmes to enable the Office to provide assistance in a more integrated, coherent and strategic manner.

“... countries that had developed a funding strategy that responded directly to national priorities and demands had greater leverage in mobilizing additional funds. Piloting and showcasing the results of interventions helped to entice local stakeholders to identify local sources of funding for areas that may not have otherwise been funded by donors.”

Source: ILO. Evaluation Office. 2019. *Independent high-level evaluation of the ILO’s programme of work in four selected member countries of the Southern African Development Community (SADC) (Lesotho, Madagascar, South Africa and the United Republic of Tanzania), 2014–18* (Geneva), p. 63.

173. During the biennium, unearmarked core funding through the RBSA continued to be an effective modality to support the achievement of decent work results. As noted in previous sections, the agile nature of RBSA helped the Office to finance catalytic initiatives and to pilot new lines of action, for example, to launch innovative initiatives, to rapidly address emerging needs, to expand the scope or scale of existing programmes, to leverage greater funding from other sources and to increase sustainability of ILO cooperation through partnerships with other UN entities.
174. Other sources of financing, especially pooled funds in the context of the UN Funding Compact, and the private sector, became more relevant during the biennium. Public–private partnerships have been a practical and efficient means of promoting decent work results.

“(Public–private partnerships) do not need to have a financial component – they can just be an agreement to collaborate ... PPPs are more flexible as ‘donors’. They do not have the same established bureaucracies and can be open and flexible when needed. So overall, subject to the introduction of appropriate clearance procedures, PPPs can be easier to work with and more agile ...”.

Source: ILO. Evaluation Office. 2019. *Independent evaluation of ILO's public–private partnerships, 2008–2018* (Geneva), p. 42.

175. In respect of strategic use of resources, three issues will require continued attention in the future:

- (1) The ILO needs to continue strengthening its portfolio of development cooperation, including the establishment of diversified, long-term partnerships with traditional and new donors, the private sector and SSTC. This portfolio should be better aligned with the outcomes of the Organization as set forth in the biennial programme and budget documents. Resource mobilization efforts are required for all policy outcomes, particularly those supporting social dialogue, international labour standards, lifelong learning and gender equality. The Development Cooperation Strategy for 2020–25 will provide the overarching framework for the ILO's future work in this regard.
- (2) The Office's engagement with RBSA existing and potential donors should be enhanced with a view to clarifying the Office's strategy, underpinning its allocation and use of funds, while also ensuring a strategic fit with the Centenary Declaration and the 2030 Agenda. The findings of the internal review of RBSA as a funding modality, commissioned by the Office at the end of 2019, will be an important input to this work.
- (3) Better integration of voluntary funding with ILO regular budget resources is a continuing concern. Additionally, improvement of the Office's strategic programming and budgeting procedures need to be harmonized with outcome-based work planning in order to secure adequate funding for the achievement of results that are fully responsive to constituents' priorities.

Strengthening results-based management, transparency and accountability

176. Results-based management systems are expected to facilitate decision-making, safeguard transparency and ensure accountability, contribute to communication and enhance learning. Sound measurement of results and continuous monitoring of progress are essential for such systems to perform adequately.

177. Recent evaluations and experience in the biennium show the need for further progress in this area. A self-assessment was conducted by the cross-Office RBM task force in 2018 which followed the methodology of the UN Joint Inspection Unit. The review highlighted the importance of fostering a culture of results across the Office and the further need to strengthen measurement and monitoring systems. Reliable information on short- and long-term results is essential for accountability and decision-making.

“Insufficient monitoring and reporting, and gaps in self-evaluations, limit informed strategic management, institutional learning and accountability. They affect institutional memory and knowledge-sharing, constraining the possibility to inform public debate on the ILO's experience on the ground, which is a key feature of a corporate strategy of an international knowledge network and knowledge broker.”

Source: ILO. Evaluation Office. 2018. *Independent Evaluation of ILO's Programme of Work in Lebanon and Jordan in Terms of Decent Work and the Response to the Syrian Refugee Crisis, 2014–2018* (Geneva), p. 43.

- 178.** In addition, the Office analysed the specific reasons for underperformance during 2018–19 and applied the lessons learned to the development of the new ILO results framework for 2020–21 to include three levels of results – outputs, outcomes and impact – aligned with a “theory of change” for decent work, and the corresponding indicators measuring progress. Further efforts are required to use this framework as the basis for a new corporate monitoring and reporting system. In parallel, the generic theory of change implicit in the Centenary Declaration and the programme of work for 2020–21 also needs to be further developed and tested at country level and thematically, taking into account national circumstances. This requires strengthened mechanisms to monitor how change happens in different contexts and a continued effort to assess the longer-term impact of ILO interventions.

“There continue to be some challenges for measuring results at both output and outcome levels, and to capturing the full extent of ILO efforts including results for cross-cutting themes and work with regional and sub-regional entities. This is to a large extent due to the structural underinvestment by ILO in [monitoring and evaluation].”

Source: ILO. Evaluation Office. 2017. *Independent evaluation of the ILO's field operations and structure 2010–2016* (Geneva), p. 67.

- 179.** In respect of future work in RBM, transparency and accountability, the following three issues will require continued attention:

- (1) The ILO corporate monitoring and reporting system needs enhancement and workable means and methodologies introduced to monitor progress and report on outcomes and impacts – rather than processes and activities. The improved system will build on the revised results framework for 2020–21 and consider the various reporting requirements at country level and globally, including as part of the UN development system and in the context of the 2030 Agenda. This is essential to allow managers to access information relevant to decision-making in a timely manner, and to efficiently and accurately inform the Governing Body about the allocation and use of resources.
- (2) Improvements are required in the implementation and use of impact assessments and evaluations by technical departments and field offices, to better ensure that these exercises are methodologically sound and timely in order to reinforce accountability and to inform decision-making.
- (3) To more accurately capture progress at the level of outcomes and impact of the ILO results framework, the quality of statistics needs improvement. This could be managed through SDG indicators and other decent work-related indicators as necessary, covering all four ILO strategic objectives. The development of an appropriate indicator for outcome 1 on tripartite constituents and social dialogue will remain a priority for the ILO.

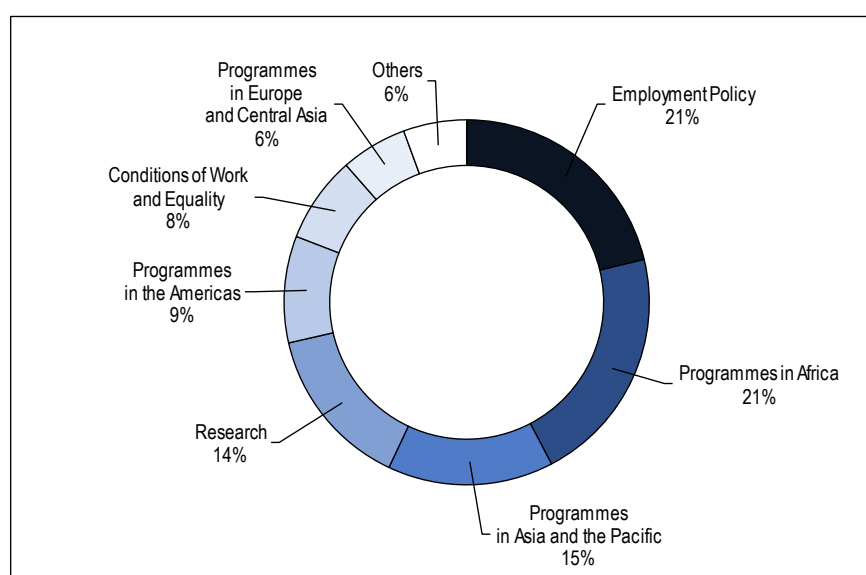
Appendix I

Detailed financial data

The following figures 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.¹ This is a significant measure of contribution to expenditure given that staff costs represent 70 per cent of total regular budget resources.

Figure I.1. 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



¹ The category “others” groups departments and regional programmes that contribute less than 2 per cent of the total expenditure by outcome.

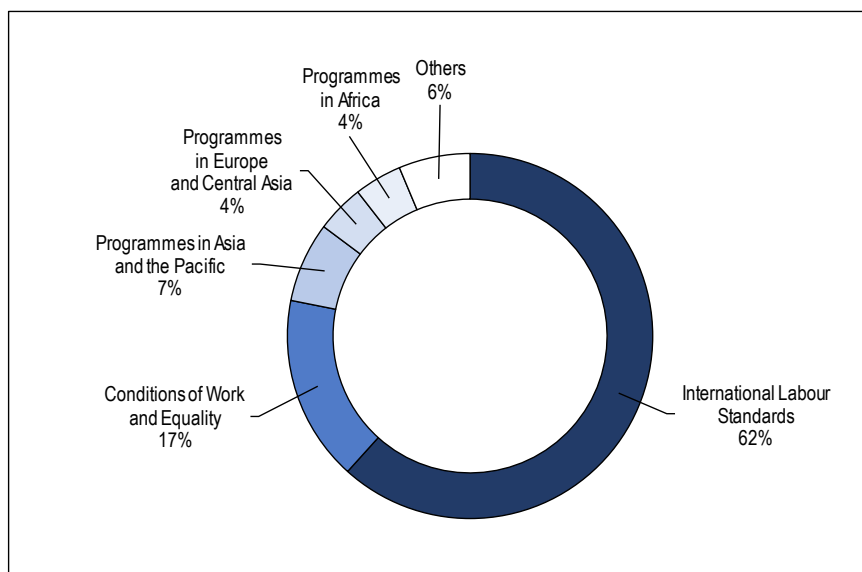
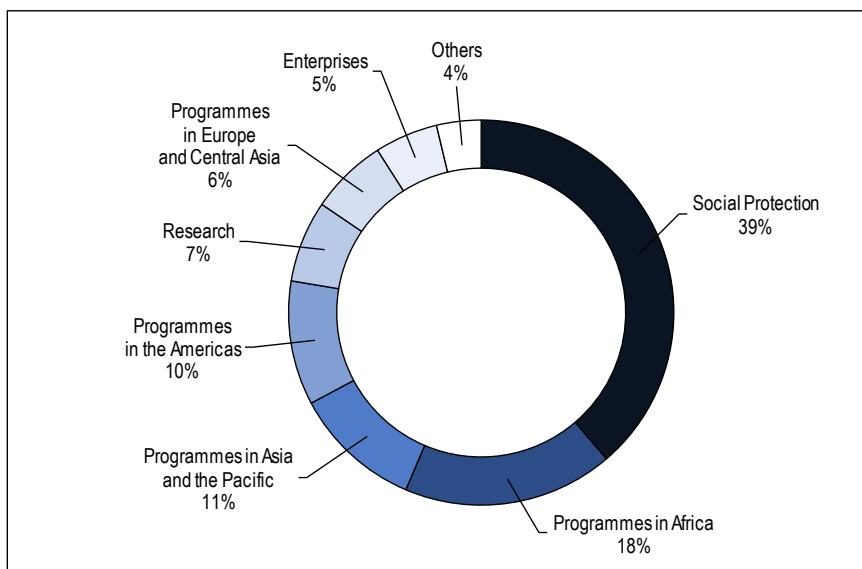
Figure I.2. Contribution of ILO departments and regional programmes to policy outcome 2*Outcome 2: Ratification and application of international labour standards***Figure I.3. Contribution of ILO departments and regional programmes to policy outcome 3***Outcome 3: Creating and extending social protection floors*

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

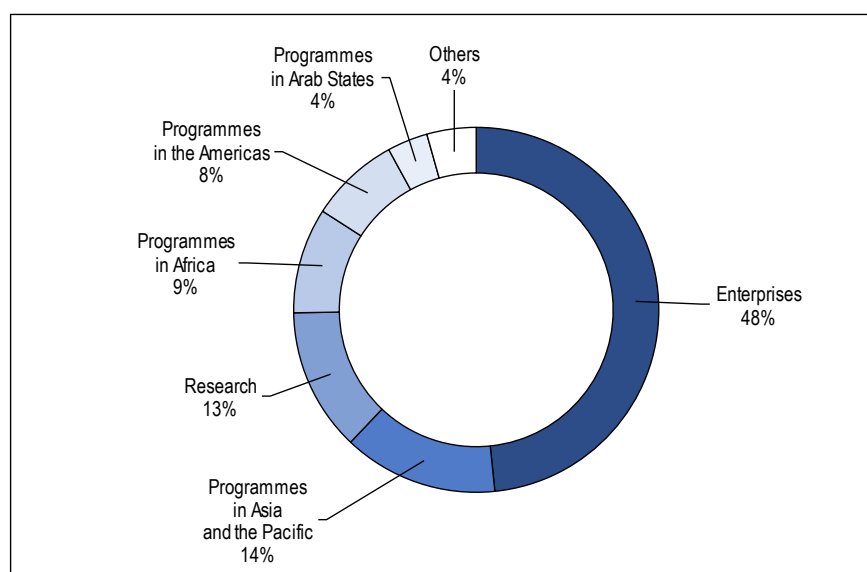
Outcome 4: Promoting sustainable enterprises

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

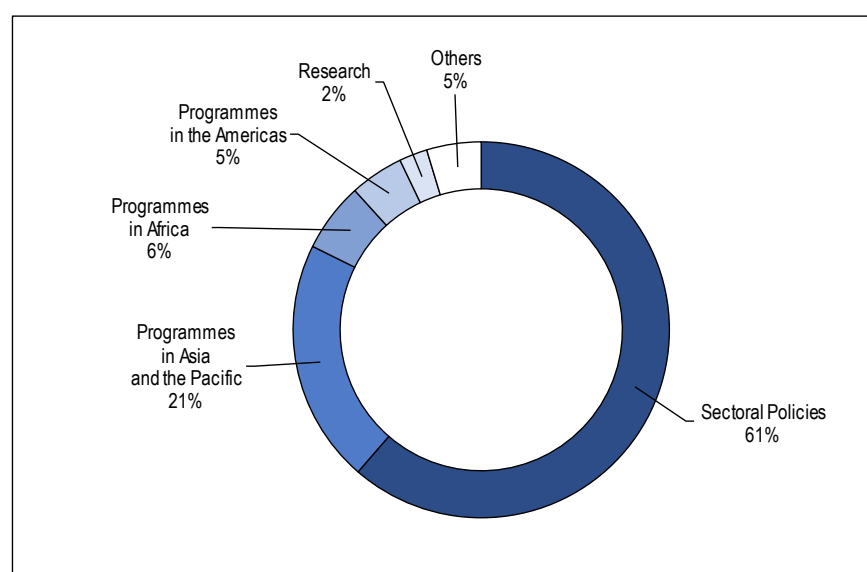
Outcome 5: Decent work in the rural economy

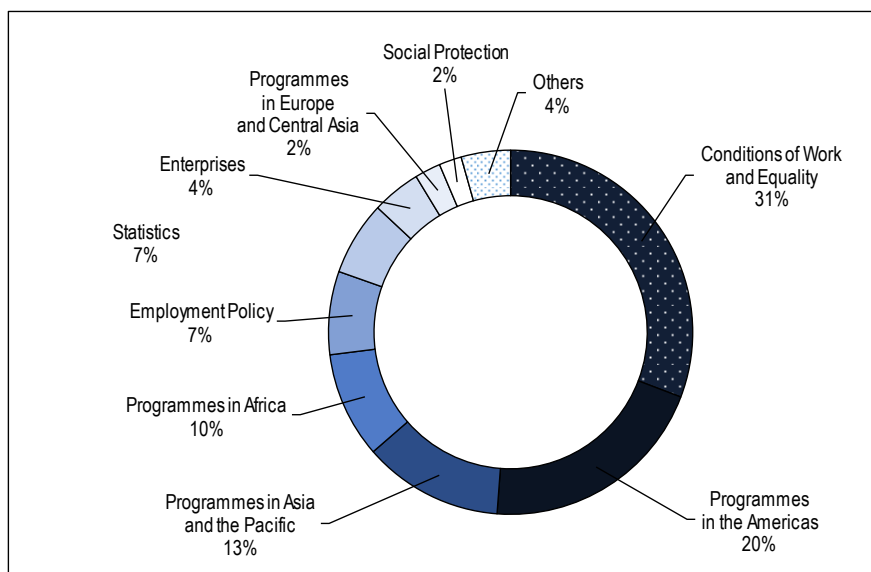
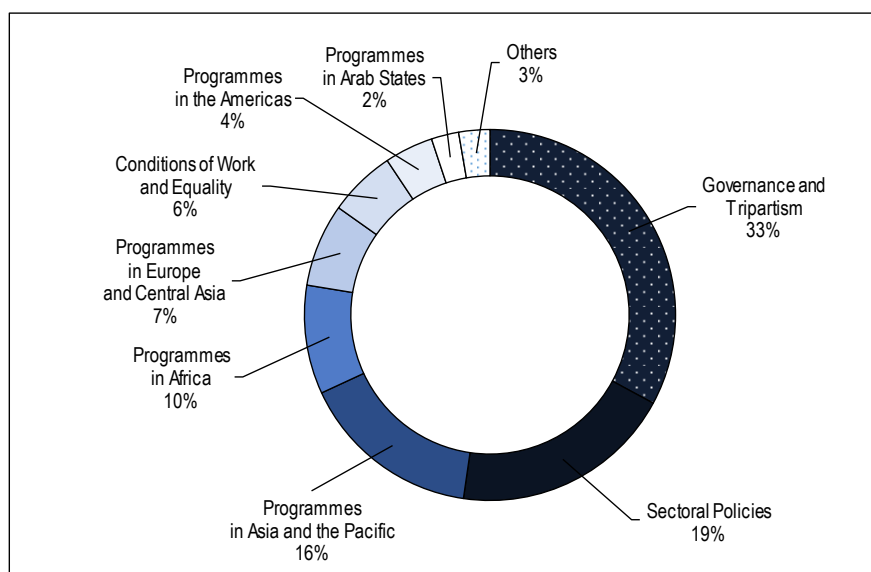
Figure I.6. Contribution of ILO departments and regional programmes to policy outcome 6*Outcome 6: Formalization of the informal economy***Figure I.7. Contribution of ILO departments and regional programmes to policy outcome 7***Outcome 7: Promoting safe work and workplace compliance including in global supply chains*

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

Outcome 8: Protecting workers from unacceptable forms of work

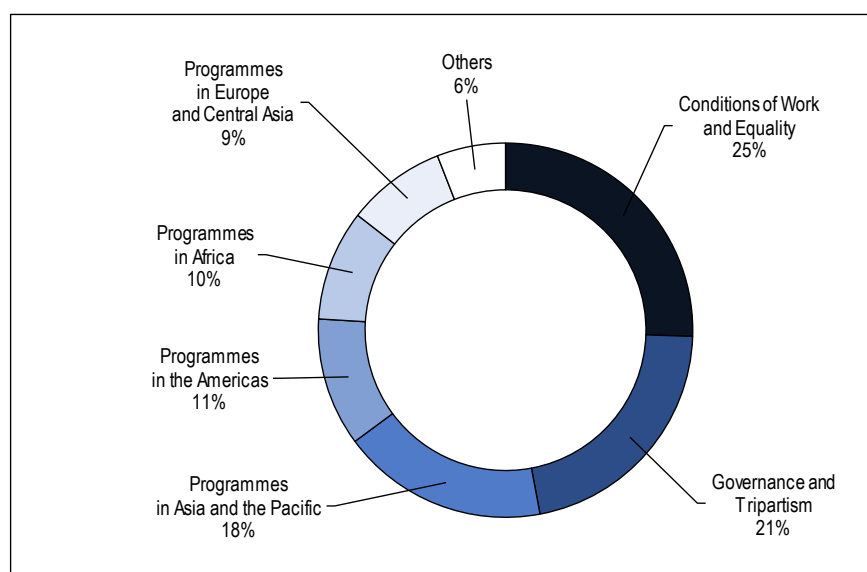


Figure I.9. Contribution of ILO departments and regional programmes to policy outcome 9

Outcome 9: Fair and effective international labour migration and mobility

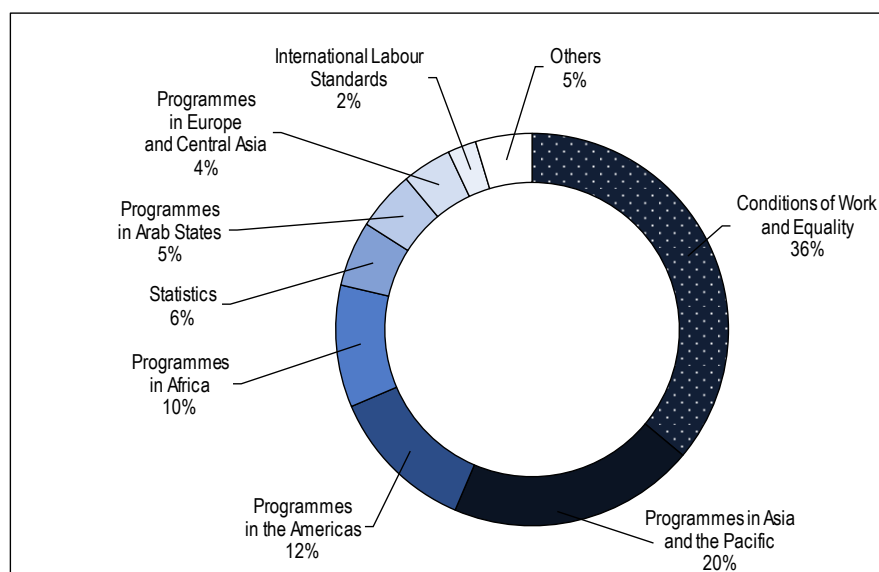
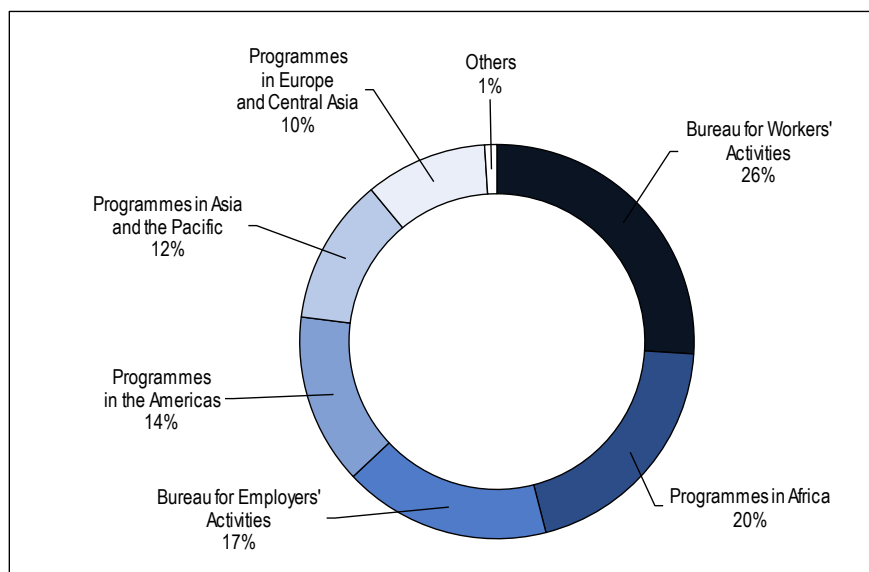


Figure I.10. Contribution of ILO departments and regional programmes to policy outcome 10

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



Appendix II

Performance in the delivery of the enabling outcomes

Outcome A. Effective knowledge management for the promotion of decent work

Indicator A.1: Timely production of the ILO's knowledge products with high-quality standards		
Criteria for success	Targets	Results
Timely production and dissemination of authoritative knowledge products on world of work issues.	<p>100 per cent of knowledge products for the Future of Work High-Level Commission delivered on time and to the satisfaction of the Commission's members.</p> <p>All flagship and major reports are produced on time following a peer review process and standing publishing guidelines.</p>	<p>Achieved. Policy briefs and research were produced on time and to the satisfaction of the Global Commission. The Global Commission Report, <i>Work for a Brighter Future</i>, was launched on time in January 2019 in seven languages, including a digital version.</p> <p>Achieved. All flagship reports and major publications were published on time, following newly adopted publishing standards covering editing and proofreading, and an internal and external (blind) peer review process.</p>
Widespread reference to ILO knowledge products.	<p>All flagship reports appear in at least ten top national, regional and international media outlets.</p> <p>ILO reports are cited by multilateral agencies and international forums, think-tanks, international civil society organizations and academia.</p> <p>ILO messages, research and data are used by tripartite constituents and other development partners, including civil society, and local governments, for their advocacy campaigns on SDGs and decent work.</p>	<p>Achieved. All flagship reports received coverage in more than ten top national, regional and international media forums.</p> <p>Achieved. ILO reports were referenced by different international, regional and national organizations, including several research institutes.</p> <p>Achieved. Different partners used ILO messages, research and data during the biennium, especially in relation to the future of work, violence and harassment in the workplace, progress towards SDG 8 and social protection.</p>
Accessibility of internationally comparable decent work-related data.	<p>Statistical data production by different organizational units meeting quality standards is coordinated and consolidated within the Office.</p> <p>Statistical frameworks for emerging and new topics, including SDG indicators, developed in consultation with constituents.</p>	<p>Achieved. The ILO created and harmonized a microdata collection to serve as a central statistical repository to promote international consistency and comparability of the data that underpin the ILO's technical and analytical work. Modelled estimates of key labour market indicators, including global and regional estimates, were also produced to ensure the quality and reliability of statistical data disseminated by the ILO.</p> <p>Achieved. Statistical methodological frameworks were developed for SDG indicators 8.8.2 (on labour rights), 8.b.1 (on youth employment policies) and 10.7.1 (on recruitment cost of labour migration), resulting in these SDG indicators under the ILO's custodianship being moved from Tier III to Tier II by the Inter-agency and Expert Group on SDG Indicators. In addition,</p>

		the 20th International Conference of Labour Statisticians adopted a resolution on technical recommendations for revising the International Classification of Status in Employment (ICSE-93), as well as statistical guidelines concerning the measurement of international labour migration, skills mismatch, cooperatives and forced labour.
Indicator A.2: Member States strengthen labour market statistics and information systems using international statistical standards and report on SDG Global Indicator Framework		
Criteria for success	Target	Results
National labour market statistics, standards, and information systems are strengthened through improved statistical surveys and use of other statistical sources.	20 member States.	Achieved (20 member States).
National sustainable development strategies utilize the latest ILO research, statistics and analysis and are developed with the participation of ILO constituents.	15 member States.	Insufficient information to measure the achievement of this criterion.
National data collected and reported for at least half of the Tier I and II indicators for which the ILO is custodian in the Global Indicator Framework of the SDGs.	20 member States.	Achieved (32 member States).
Relevant national indicators for monitoring and reporting on decent work-related SDGs are produced with ILO advice and support.	10 member States.	Achieved (10 member States).
Indicator A.3: ILO constituents, multilateral and regional organizations and development partners advocate effectively and in a coordinated approach for the inclusion of decent work issues in national sustainable development plans and programmes and internationally agreed outcomes at the global and regional level.		
Criteria for success	Target	Results
UNDAFs or equivalent planning frameworks incorporate at least two pillars of the Decent Work Agenda.	90 per cent.	Achieved. 42 out of 46 UNDAF and Cooperation Frameworks that started in 2018 and 2019.
Multi-stakeholder partnerships, including South–South and triangular partnerships, for the implementation of the Sustainable Development Goals advocate for decent work.	10 per cent increase.	Achieved. Eight multi-stakeholder partnerships active by the end of 2019, as compared to seven by the end of 2017. New partnership: Global Skills Partnership on Migration (ILO, IOM, UNESCO, IOE, ITUC; launched in December 2018).
ILO constituents and development partners enabled to participate in national multi-stakeholder processes for implementation of the SDGs through ILO capacity-building or other support.	10 per cent increase.	Achieved. Participation of ILO constituents and other partners mentioned in 86 records of SDG-related processes, including UNDAFs/Cooperation Frameworks, Voluntary National Reviews and Mainstreaming, Acceleration and Policy Support missions, as compared to 73 in 2016–17.

ILO constituents advocate for decent work policies through inclusion of decent work in outcome documents, declarations and resolutions of multilateral and regional bodies.	5 per cent increase.	Achieved. 84 outcome documents, declarations and resolutions identified, as compared to 43 in 2016–17.
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Outcome B: Effective and efficient governance of the Organization

Indicator B.1: Effectiveness of governance and policy setting functions of the ILO organs		
Criteria for success	Target	Results
Effective implementation of agreed reform measures.	Streamlining and further simplification, modernization and uniformity of rules and procedures of governing organs and official meetings. Improved pre-Conference planning and consultations on standard-setting items.	Achieved. Review and modernization of the <i>Rules for Regional Meetings</i> and tripartite meetings. Continued review of working methods of the Governing Body and the International Labour Conference. Achieved. Intersessional consultations with the tripartite constituents organized for the preparation of discussions of standard-setting item (violence and harassment).
Implementation of the Resolution on Advancing Social Justice through Decent Work is reflected in ILO governance and management decision-making.	All the elements of the programme of work due by end 2019 are delivered.	Achieved. The elements of the programme of work giving effect to the Resolution delivered during the biennium include: (i) revision of the results framework for 2020–21, including decent work-related SDG indicators; (ii) the adoption of the evaluation strategy 2018–21; (iii) the adoption of the ILO-wide strategy for institutional capacity development; (iv) the improvement of ILOSTAT; and (v) the implementation of partnership strategies and issue-based alliances in relation to SDG 8. The discussion and adoption of the new ILO Development Cooperation Strategy planned for November 2018 was postponed to March 2020, but the Governing Body adopted an action plan for 2019.
Implementation of a monitoring mechanism for decisions made by ILO governing organs.	Adoption of a procedure for regular reporting on decisions and adherence to follow-up plan of action.	Not achieved. Postponed due to work related to the ILO Centenary preparations.

Indicator B.2: Efficiency of the planning, preparation and management of sessions of the International Labour Conference and Governing Body and of Regional Meetings		
Criteria for success	Target	Results
Timely provision of concise official documents in electronic form for all official meetings (enforcement of paper-smart model).	<p>100 per cent of official documents are published electronically on time.</p> <p>25 per cent of pre-session official documents published only electronically.</p> <p>50 per cent of in-session official documents published only electronically.</p> <p>All post-session official documents published only electronically.</p> <p>The volume of words processed does not increase.</p>	<p>Not achieved. The Office electronically published, as planned, 77 per cent of the official documents in 2018 and 79 per cent in the first half of 2019.</p> <p>Achieved. All the Governing Body pre-session documents are now published only electronically. For the International Labour Conference and other official meetings, the share of documents published only electronically was 45 per cent in 2018 and 39 per cent in 2019.</p> <p>Partially achieved. For the Governing Body, most in-session documents are published both electronically and in printed form. In-session documents for the Conference and other official meetings published only electronically was 53 per cent in 2018 and 67 per cent in 2019.</p> <p>Achieved. All Governing Body and Conference post-session documents are only published electronically. For other ILO official meetings, all reports on proceedings are published only electronically. Final outcome documents (e.g. codes of practice or guidelines) continue to be printed, but in limited numbers.</p> <p>Achieved. The volume of words processed remained around 24 million, as in 2016–17.</p>
Paper-smart official correspondence.	85 per cent of official communications sent exclusively in electronic format.	<p>Not achieved. In 2018, 31.7 per cent of the official communications were sent exclusively in electronic format, while in 2019 the share increased to 37.7 per cent. These figures do not include, however, the official correspondence with Governing Body Officers, members, groups' secretariats and regional coordinators, which is now managed exclusively by email. Increasingly, web-references are used in the official correspondence instead of as attached documents.</p>
Effective and efficient time management of sessions for official meetings.	Maximum of 10 per cent positive or negative difference with the initial agreed workplan of the meetings.	<p>Partially achieved. Proceedings of the International Labour Conference were largely compliant with the target. For the Governing Body sessions in 2018, additional time was required to complete the work of the sessions: 23 per cent (GB.332), 28 per cent (GB.334). In March 2019, the additional time required was 2.1 per cent, within the target. In the session of October–November 2019, there were time savings of 2 per cent, and extended sittings were reduced to three.</p>

Indicator B.3: Quality legal services for efficient institutional functioning		
Criteria for success	Target	Results
Timely and quality legal service provided.	Quality-driven and time-conscious legal advice provided to the Organization and the Office for effective protection of their status and interests.	Achieved. Advice was provided for the revision and implementation of <i>Rules for Regional Meetings</i> , as well as for the revision of Standing Orders for technical meetings and meetings of experts.
Ratification of the UN Convention on Privileges and Immunities of Specialized Agencies.	Three new ratifications of the UN Convention on Privileges and Immunities of Specialized Agencies obtained.	Not achieved. No change in the number of ratifications (126).
Indicator B.4: Quality of the fulfilment of oversight, accountability and risk management functions		
Criteria for success	Target	Results
The External Auditor's level of satisfaction with the consolidated financial statements.	Unmodified external audit opinion and full compliance with IPSAS maintained.	Achieved. The target was achieved for the year ending 31 December 2018.
Time required for the effective implementation of audit recommendations.	<p>The units responsible for implementing oversight recommendations provide their action plans within three months of the audit report being issued.</p> <p>All audit recommendations accepted by management are implemented within six months of the report's date.</p>	<p>Not achieved. The average time was 4.3 months.</p> <p>Partially achieved. As of September 2019, 75.8 per cent of audit recommendations accepted by management in 2018 and 2019 were fully implemented; 21.1 per cent were partially implemented or in progress; and 3.1 per cent were deferred due to budgetary or other reasons.</p>
Percentage of outstanding internal audit recommendations identified in follow-up audit.	17 per cent of recommendations outstanding.	Partially achieved. Based on 49 recommendations included in two follow-up reports produced in the biennium, only one was not implemented (2 per cent), eight were in progress (16 per cent), 17 partially implemented (35 per cent) and 23 fully implemented (47 per cent). One recommendation that the Office of Internal Audit and Oversight considered as no longer applicable was excluded from the analysis.
Level of implementation of the Organization-wide risk management framework.	Risk management framework fully implemented and maintained.	Achieved. Department and office-level risk registers have been updated in 2018 and are being reviewed and monitored regularly.
Level of awareness among staff of ILO governance documents on ethical standards of conduct and whistleblowing.	50 per cent increase of staff awareness of governance documents concerned.	Partially achieved. According to the Ethics Survey conducted in February 2018, 47 per cent of respondents agreed or strongly agreed with the following statement: "I know about the resources and services offered by the ILO Ethics Office."

Indicator B.5: Adequacy of use of findings and recommendations from independent evaluations in decision-making by ILO management and Governing Body		
Criteria for success	Target	Results
Improved use of evaluation findings by constituents and management for governance.	The Evaluation Advisory Committee (EAC) continues to provide substantial input into follow-up to recommendations of high-level evaluations.	Achieved. The EAC held nine discussions, providing substantial input into follow-up to the recommendations of five high-level evaluations, approving the workplans of three high-level evaluations, and endorsing the final progress reports of two high-level evaluations.
	Follow-up to project recommendations is at least 90 per cent.	Not achieved. Follow-up to project recommendations was 81 per cent.
	75 per cent of EVAL recommendations are fully or partially reflected in strategic guidance provided for P&B 2020-21.	Achieved. 82 per cent of recommendations from high-level evaluations were fully accepted and resulted in actions taken during the current reporting period.
Quality of high-level and project evaluations in line with good practices as defined by OECD and UNEG standards.	External assessments confirm that 85 per cent of project evaluations meet OECD and UNEG quality standards.	Achieved. 98 per cent of 2017–18 evaluation reports obtained ratings equal to or above “satisfactory”.
	Maintain acceptable quality of high-level evaluations.	Achieved. The reception of the high-level evaluations carried out during the biennium by the Governing Body was positive.
	Improved impact evaluations by technical departments and ILO offices as a result of conforming with EVAL guidance.	Achieved. The Evaluation Office continued to respond to demands to offer support to departments and regions to conduct impact evaluations via the Impact Evaluation Review Facility.
Evaluation capacity and practice among ILO staff and constituents improved.	At least 75 constituents have undergone evaluation training and 50 ILO staff members are certified as evaluation managers or internal evaluators.	Achieved. 134 representatives from governments, employers’ and workers’ organizations were trained on evaluation of the Decent Work Agenda in the context of the SDGs. Fifty ILO staff were certified as evaluation managers and internal evaluators.
	80 per cent increase in separate evaluative initiatives by ILO departments and regions other than mandatory evaluations.	Achieved. ILO regions and departments reported 31 initiatives, as compared to eight in the previous reporting period. These included synthesis reviews, thematic evaluations, evaluations of national policies and plans, capacity-building on comprehensive monitoring evaluation approaches, and knowledge management and communications related to evaluation.

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

Indicator C.1: Efficiency and effectiveness of ILO support services		
Criteria for success	Target	Results
Overall compliance with the Performance Management Framework for the biennium 2018–19.	80 per cent.	Achieved. Overall compliance exceeded the target at 83 per cent in 2018. Data for 2019 will be available in March 2020.
Percentage of ILO external offices whose operations are fully managed using IRIS.	100 per cent of DWTs and country offices.	Achieved. IRIS was rolled-out to all ILO offices.
Percentage of users who report a positive assessment of the effectiveness of ILO support services.	10 per cent increase.	Not achieved. A 5 per cent increase was recorded in 2018; with the next survey to be conducted in the second half of 2020.
Indicator C.2: Effectiveness of programming at the country level		
Criteria for success	Target	Results
Percentage of DWCP documents that meet quality criteria in line with the established guidance as revised following the 2016 resolution on Advancing Social Justice through Decent Work.	100 per cent of the DWCPs developed during the biennium.	Achieved. Based on the Quality Assurance Mechanism, the 31 DWCPs developed during the biennium satisfied criteria related to: alignment with development frameworks; identification of constituents as principal partners and beneficiaries; integrated approach to the four ILO strategic objectives; support to the promotion of international labour standards; and application of a results-based design.
Percentage of DWCPs that are monitored by a tripartite steering committee.	100 per cent of the DWCPs active during the biennium.	Achieved. The 56 DWCPs active at the end of the biennium have or are in the process of establishing a tripartite steering committee to manage coordination, monitoring and oversight.
Indicator C.3: Adequate level and flexibility of extrabudgetary voluntary contributions secured from a diverse range of development partners		
Criteria for success	Target	Results
Share of extrabudgetary technical cooperation and RBSA as a percentage of total resources available to the Office.	45 per cent.	Achieved. The share was 45 per cent.
Share of unearmarked and lightly earmarked resources as a percentage of total of voluntary contributions.	15 per cent.	Not achieved. The share was 10 per cent.

Indicator C.4: Effective talent and leadership development		
Criteria for success	Target	Results
Number of staff who change position or duty station for one year or more.	10 per cent increase.	Partially achieved. The ILO tracked 578 staff movements, or 8.2 per cent, as of August 2019.
Percentage of managers who are perceived by their staff as driving change positively, and helping others to understand the benefit of change.	75 per cent.	Achieved. The rate in 2018 was 77 per cent.
Indicator C.5: Effective facilities management		
Criteria for success	Target	Results
Premises at headquarters have improved environmental performance.	16 per cent decrease in annual energy consumption by end 2019.	Not achieved. A 12 per cent decrease in annual energy consumption is the estimated achievement by the end of 2019.
Installation of water management technologies.	100 per cent of renovated premises are equipped with water management technologies.	Achieved.
Improved waste management practices in ILO-owned offices.	100 per cent of ILO-owned offices.	Achieved.