

## Knowledge Strategy

**Outcome 1: Strengthened evidence-based analysis helps constituents implement the Decent Work Agenda and the Global Jobs Pact.**

Indicator	Baseline	Target for 2010-15
1.1. The number of quality, peer-reviewed high-profile thematic projects that support ILO policies, programmes and actions via solid evidenced-based analysis	<p>1 per cent of nearly 1,200 ILO documents, reports and publications produced in 2008 were considered high profile.</p> <p>50 per cent of high-profile publications were peer reviewed by internal and external reviewers in 2008.</p>	<p>ILO policies, programmes and action to advance the social dimensions of globalization, support decent work, and implement the elements of the Global Jobs Pact are grounded in evidence based analyst.</p> <p>Quality and relevance of ILO policies, programme and actions are strengthened through an improved peer –review process.</p> <p>The quality of ILO product is perceived by end users as increasingly relevant and serves as an important element in their decision-making tool kit.</p>
1.2 Availability of solid statistical basis covering the four strategic objectives and their interlink ages	<p>A large number of countries lack the necessary statistical infrastructure to monitor policies, in particular in Africa and Asia, as well as developing countries in some other regions.</p> <p>Scattered empirical evidence is not coherently compiled and assessed in the ILO to be turned into useful statistical databases.</p>	<p>Member States receive support to develop and improve their statistical capacity, and the ILO's role as the main international warehouse of labour statistics and statistical indicators is maintained and improved.</p>

2014-15 milestones	Progress in the biennium/results against the target
All publications are peer reviewed internally and externally	<p>An independent Expert Group was established in 2008 to review the main publication (the World of Work Report) produced by the International Institute for Labour Studies. Other major publications were peer reviewed (blind) by experts in the relevant fields.</p> <p>Following the establishment of the Research Department, an external Research Review Group was established in late 2014 to review the research carried out and released through the flagship publications, particularly the World Employment and Social Outlook.</p> <p>This mechanism will help to ensure the quality of research outputs. All publications are also reviewed internally. Councils of experts</p>

	<p>composed of academics from outside the ILO have been established for individual projects to provide comments on research papers prior to publication.</p> <p>A new ILO publishing policy requires internal and external peer reviews of the Office's reports, research, policy briefs and focused publications.</p>
<p>Quality and relevance of ILO work is demonstrated by bringing the proportion of evidence-based, high-profile publications to 10%</p>	<p>The Organization's evidence-based flagship reports include the World Employment and Social Outlook, published in January and May; the Global Wage Report and the World Social Security Report.</p> <p>The Studies on Growth with Equity series uses evidence-based research focusing on countries (such those affected by the European crisis: Portugal, Spain and Greece) and specific themes (the future of work; trade, investment and labour; and a poverty and policy inventory).</p> <p>Through peer review and other quality assurance processes, the proportion of evidence-based, high profile ILO publications increased to 10% in 2014 and 11% in 2015.</p> <p>The establishment of the ILO Research Department in November 2013, consolidating the research capacity of the International Institute of Labour Studies with that of other departments, helped to move the Office towards the assurance of high-quality evidence-based research products.</p>
<p>Constituents report improved capacity to formulate and implement policy, and to respond to emerging global challenges, based on an ILO analysis and broad vision</p>	<p>The reports focusing on the countries affected by the European crisis gave rise to debate on policy changes at the country level and to the adoption of new programmes on issues such as long-term unemployment assistance (in Spain). The report, An Employment-oriented Investment Strategy for Europe, generated considerable interest and a draft EU regulation with a scoreboard of indicators for investment decisions, including elements proposed in the study, is currently under discussion.</p>
<p>Work at the ILO is routinely supported by the availability of a coherent, comprehensive statistical support programme</p>	<p>A data coordination working group comprising representatives of the policy portfolio departments was established to ensure the consistency of key labour statistics and global estimates across a wide range of ILO publications, especially the global flagship reports.</p> <p>The Microdata Repository was introduced in 2014 to provide a single point of access to microdata files for researchers and analysts. The catalogue includes microdata sets for some 700 studies with descriptive metadata and related resources, documented according to international standards. The goal is to avoid duplication of effort when several officials require the same microdata files.</p> <p>Various departments were received statistical support in areas such as informality, wages, occupational safety and health, social dialogue, disability, labour inspection, green jobs and global estimates on unemployment, forced labour and migration.</p>

**Outcome 2: Knowledge exchange is strengthened.**

Indicator	Baseline	Target for 2010-15
2.1. Number of high-profile projects that lead to policy briefs presenting main findings to ILO constituents	Most high-profile projects include only an executive summary that is not always the optimal means for communicating findings and policy implications.	All high-profile projects lead to policy briefs available in all three languages.
2.2 Number of high-profile projects that are presented to policy makers through regional conferences and/or to academics through research conferences	Country-and region-specific circumstances are not always sufficiently taken into account during projects, which can lessen the impact of final products.	All high-profile projects lead to national or regional conferences with policy-makers and/or academics.
2.3. Number of networks that effectively support knowledge exchange regarding the four strategic objectives and their interlinkages	Processes and structures for knowledge sharing within the ILO have been enhanced, but scope remains to strengthen interactions with external actors.	All high-profile projects benefit from interactions with external networks. A community of good decent work practices is operational.

2014-15 milestones	Progress in the biennium/results against the target
ILO's effectiveness enhanced by being receptive to knowledge produced by external partners	<p>The Research Department (and previously the Institute) has embarked on the development of effective partner networks, including by drafting a partnership strategy to guide such collaboration. Building on the pre 20 prior memorandums of understanding on research cooperation and exchange, new partnerships are being built around current research topics and joint conferences organized to present research findings.</p> <p>The regular research seminars invite external partners to present their work and discuss ILO research with a view to enrich the ILO's research work. The Research Review Group also enhances the quality of ILO research through its peer review process. The networks established through the Gateway project used knowledge products that had been developed by staff in cooperation with the Organization's partners to provide country-specific data and other information.</p>
Communities of practice model successfully used to apply knowledge findings	ILO research is disseminated and discussed among labour market researchers through the ILO Research Seminar series, at joint conferences organized with external partners and through dialogue with the Research Review Group. The World of Work Summits, organized in connection with the International Labour Conference, have highlighted important research topics for the broader audience of constituents and experts.

<p>Feedback received from constituents and other external partners indicates satisfaction with the amount, quality and applicability of knowledge received from the ILO</p>	<p>Recent discussions during Sessions of the Governing Body and the International Labour Conference acknowledged the high quality of research conducted by the ILO and stressed the need to strengthen this function and ensure its independence.</p> <p>In response to requests and positive feedback from the constituents, dissemination sessions on the <i>World Employment and Social Outlook</i> have been organized in the regions as well. The Studies on Growth with Equity series, with its recent publications on European crisis countries and the European Commission Investment Plan for Europe, have been well received by the constituents and have led to new policy initiatives and requests to present research findings at the European and national levels.</p> <p>The ILO is attracting growing interest from the wider public, as seen from the continuing increase in the number of total and unique visitors to the Organization's website. The fully integrated website now receives 980,000 visits per month (670,000 people and 3.5 million page views) per month.</p>
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**Outcome 3: Dissemination of ILO knowledge is improved.**

Indicator	Baseline	Target for 2010-15
3.1. Increased access to ILO knowledge products through the web site	Current web metrics study will provide baseline figure for knowledge resources accessed and download in 2009.	5 per cent annual increase in individual user access to ILO knowledge products through the web site.
3.2. Increase in number of ILO staff trained to write and manage web content	Identified staff trained in 2009.	Staff in all ILO departments and regions trained to write for the web and manage web content.
3.3. Increase in number of ILO knowledge products licensed to selected external online platforms and databases	Current web metrics study will include baseline information on e-publishing licensing arrangements, including the number of ILO titles hosted and their usage.	10 per cent annual increase in diverse knowledge products licensed to external platforms and in online databases...
3.4. Increase media coverage of ILO high-profile products	Baseline to be established using 2009 data on media coverage of ILO high-profile products.	10 per cent increase in media coverage of ILO high-profile products.

2014-15 milestones	Progress in the biennium/results against the target
Integration of ILO knowledge products across web and mobile platforms	<p>A Research website providing access to publications and discussion papers produced at the ILO was established.</p> <p>An ILO Research web portal focusing on the century projects was also established.</p> <p>A Research Newsletter was established and distributed internally and externally to provide information on ongoing research.</p> <p>An ILO website redesign improved mobile user experience.</p> <p>New digital knowledge products, including checklist and statistical reference applications for mobile devices, and an innovative interactive platform explaining ILO research and policy messages, <a href="#">ILO InfoStories</a>, were developed. ILOSTAT Country Profiles make labour market indicators accessible via mobile applications for Apple and Android platforms. In late 2015, a new version of the application with an improved user interface, including graphs and pictograms, was launched.</p> <p>The ILO Knowledge Gateway provides direct, user-friendly access to timely and detailed country-specific information and data on legislation, policies, statistics, standards, ILO projects and results, publications and good practices on the public website.</p>
Diverse ILO knowledge products are available through all relevant external platforms and online databases	<p>ILO Publications and ILO Apps accounts have been established on Amazon, Apple and Google and e-books and apps are now available on these major platforms.</p> <p>Framework agreements have been signed with nine global digital vendors, which now include ILO works in their subscription databases, thematic collections or individual loan or sale services.</p> <p>Over 400 ILO books and journals are available through these agreements. Such partnerships are particularly effective in increasing the visibility of ILO research in libraries and academic institutions in Anglophone Africa, Asia and the Pacific, Europe and North America. In addition, all ILO working papers are delivered to external digital platforms.</p> <p>ILOSTAT, the ILO's corporate statistical database, continued to incorporate other thematic databases on issues such as youth employment, social security and wages with the aim of making all labour market statistics available from a single source. Data fetching from ILOSTAT has been automated through an application Programming interface (API) and used to integrate data with the Knowledge Management Gateway.</p> <p>The ILOSTAT country portal draws on numerous ILO information sources through data modelling – linking or creating interfaces – between the following existing or developing databases: NORMLEX, NATLEX, ILOSTAT, EPLex, Employment policy database (EMPOL), YouthPOL, TRAVAIL, LEGOSH, LABADMIN, IRLex, GESS, Forced labour, Labordoc, WCMS, Donor dashboard, EVAL iTrack, IRIS, as</p>

	<p>well as departmental and national websites. It aggregates, consolidates and displays knowledge covering:</p> <ul style="list-style-type: none"> <li>• 5 regions, 186 countries, 16 economic and political groups</li> <li>• 13 policy areas</li> <li>• over 100 statistical indicators, by time series</li> <li>• over 166 Conventions and Recommendations</li> <li>• over 1.500 country programme outcomes for two bienniums</li> <li>• over 5.600 projects, some of them involving technical cooperation</li> <li>• over 55.000 publications</li> <li>• over 450 good practices.</li> </ul>
<p>ILO knowledge presented thematically at the top layer of the web site</p>	<p>New topic portals were developed to present the ILO's work (rather than presenting it through the relevant departments) Research topics are displayed thematically on the ILO Research website.</p> <p>Accessible on the public website through a single entry point through Regions and Countries, with additional navigation through country groupings, the Gateway is the first step in a process that will transform the ILO into a knowledge-centred organization by integrating knowledge tools and techniques into all organizational processes and workflows.</p>