



TWELFTH ITEM ON THE AGENDA

**Results-based strategies 2010–15:
Knowledge Strategy – Strengthening
capacity to deliver decent work and
the Global Jobs Pact****Introduction**

1. The ILO Declaration on Social Justice for a Fair Globalization highlights the strategic importance of enhancing the ILO knowledge base. It states that the “Organization will take appropriate steps to strengthen its research capacity, empirical knowledge and understanding of how the strategic objectives interact with each other and contribute to social progress, sustainable enterprises, sustainable development and the eradication of poverty in the global economy”.¹ This commitment is echoed in the accompanying resolution, which requests the Office to “strengthen the research capacity, knowledge base and production of evidence-based analysis, including ways to cooperate with research institutions and external experts”. Likewise, the Strategic Policy Framework 2010–15 aims at achieving a comprehensive, results-based knowledge strategy in which better knowledge management plays a significant role.² Now that achieving decent work for all has become a global priority, constituents need concrete policy guidance on how to reach this goal.
2. With the advent of the global financial and economic crisis the need for a solid, evidence-based knowledge strategy has become even more urgent. During the 98th Session of the International Labour Conference, constituents agreed on a Global Jobs Pact, including a set of overall principles and policy tools to promote recovery and tackle the jobs crisis.
3. Applying the Global Jobs Pact requires an effort to adapt policy tools to the specific context of each country, while taking into account the global nature of the crisis. The ILO should put at the service of constituents the best possible expertise, including research outcomes and evidence on effective policies and practices. The recent mandates given to the ILO, notably by the G20 and the UN Economic and Social Council (ECOSOC), have reinforced these expectations.

¹ ILO Declaration on Social Justice for a Fair Globalization, Annex II, D.

² GB.304/PFA/2(Rev.).

4. A Knowledge Strategy has many dimensions and encompasses the full spectrum of “generating, collecting, capturing, storing, codifying, transferring and communicating knowledge”.³ The Strategy put forth in this paper intends to build on the achievements to date regarding knowledge management within the ILO, especially the previous results-based strategy on knowledge sharing,⁴ while at the same time adapting to changing circumstances. It gives careful consideration to the medium- and long-term, up to 2015, as well as the short-term requirements for ILO research and knowledge in relation to the crisis and the Global Jobs Pact.
5. Building on earlier achievements, the main goal of the proposed Knowledge Strategy is to improve the quality and policy relevance of ILO work. It is comprised of three interrelated outcomes: strengthening evidence-based analysis to support the Decent Work Agenda, including in the aftermath of the global jobs crisis; reinforcing approaches to and structures for knowledge exchange; and improving dissemination of ILO knowledge.
6. This Strategy is one of four integrated management strategies prepared by the Office for this session of the Governing Body. This is intended to respond to a key component of the implementation plan: ILO Declaration on Social Justice for a Fair Globalization adopted by the Governing Body in March 2009.⁵ The paper entitled “Results-based strategies 2010–15: Overview” provides a summary of the purpose and structure of the common results-based framework applied to these four strategies as well as a table showing the interlinkages.⁶

Outcomes

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

7. Strengthening evidence-based analysis on policies will ensure effective delivery of the 19 outcomes of the Strategic Policy Framework 2010–15. It will also lay the foundation for understanding the synergies and interactions between the four strategic objectives and their contribution to economic and social development.

Strategy

8. There is growing awareness of the importance of the Decent Work Agenda, at times of both economic growth and crisis. Implementing the Global Jobs Pact, which embodies the Agenda, is considered central to overcoming the global crisis in a sustainable manner, as attested in the recent G20 Communiqué. Advocacy, however, is not enough. Countries now need convincing analyses supported by solid data and evidence regarding how to overcome the jobs crisis and, beyond, how to move ahead with the Decent Work Agenda. The overall aim of this Knowledge Strategy is to mobilize analytical and technical cooperation expertise in support of this process.

³ GB.300/PFA/9/2.

⁴ GB.300/PFA/9/2; and ILO: *Strengthening the ILO’s capacity to assist its Members’ efforts to reach its objectives in the context of globalization*, Report V, International Labour Conference, 96th Session, Geneva, 2007.

⁵ GB.304/SG/DECL/1(Rev.).

⁶ GB.306/PFA/12/1.

9. It is proposed to carry out a selected range of thematic projects that respond to the policy preoccupations of constituents through solid analysis that takes into account gender dimensions.⁷ Experience shows that the production of new knowledge depends on reaching a critical mass in the scale of the project. A multiplication of small projects typically leads to limited outcomes and entails a risk of duplication. Selected thematic projects will:
- support the key 19 outcomes of the Strategic Policy Framework 2010–15, fully consistent with other activities, notably the recurrent item discussions under the follow-up to the ILO Declaration on Social Justice for a Fair Globalization;
 - highlight the linkages among the four strategic objectives of the Decent Work Agenda; and
 - improve peer review mechanisms⁸ and timely delivery so as to enhance the quality and policy relevance of the projects.
10. For the next few years, the thematic projects will be selected on the basis of their relevance vis-à-vis the global crisis and the need for implementing the Global Jobs Pact effectively. This requires closer cooperation between the technical sectors, the regions, the International Institute for Labour Studies and the International Training Centre of the ILO (Turin Centre). As mentioned in the Programme and Budget for 2010–11, the Research and Publications Committee should play a central role in maximizing synergies between the different projects in coordination with the relevant technical sectors and regions.⁹ It should also act as focal point for the peer review process.
11. Selected thematic projects will be supplemented by country and regional reviews that examine how well-designed labour and social policy, based on international labour standards, can help improve social objectives while also supporting recovery from the global crisis. Regional reviews are ideal for examining the interlinkages between the four strategic objectives of the Decent Work Agenda, taking into account the initial conditions of countries and the prevailing macroeconomic environment. This is an area where technical cooperation expertise and field research can further benefit from analyses carried out by the technical sectors. The reviews will draw upon Decent Work Country Programmes.
12. Building knowledge capacity and strengthening evidenced-based analysis will require a strong statistical base. Recognizing the gaps that presently exist, this Knowledge Strategy calls for a dedicated effort to collect statistics covering each of the four pillars of the Decent Work Agenda, as well as information on countries' key provisions regarding labour law, international labour standards, social dialogue, social protection and employment policy. Reliable statistics, along with quality research and policy analysis, are critical for the design and implementation of Decent Work Country Programmes. Headquarters and the regions have a shared role to play to enhance the statistical foundation and thereby improve Decent Work Country Programme outcomes.

⁷ See also the knowledge pillar of the follow-up to the resolution concerning gender equality at the heart of decent work (GB.306/3/2).

⁸ The ILO policy on research and publications, Circular No. 629, will be instrumental in this respect.

⁹ ILO: *Programme and Budget for the biennium 2010–11*, para. 375.

13. Success will depend crucially on devoting greater resources to evidence-based analysis. This may require mobilization and training of existing staff, as well as recruitment of new staff that possess the skills that respond to the changing circumstances. Greater emphasis on teamwork is also essential for achieving a critical mass in selected projects. Indeed, these are key elements of the proposed Human Resources and Technical Cooperation Strategies. The Turin Centre has a supportive role to play in light of its ability to help design and implement capacity-building programmes for staff and constituents. Research results can be used as critical inputs for the design and delivery of the Turin Centre's programmes, and the network of former participants may become a powerful channel for the dissemination of ILO knowledge. The current dependence of the Turin Centre's programmes on market demand may make it increasingly difficult to focus on ILO knowledge base and objectives.

Measurement

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.	1 per cent of nearly 1,200 ILO documents, reports and publications produced in 2008 were considered high profile. 50 per cent of high-profile publications were peer-reviewed by internal and external reviewers in 2008.	ILO policies, programmes and actions to advance the social dimensions of globalization, support decent work, and implement the elements of the Global Jobs Pact are grounded in evidence-based analysis. Quality and relevance of ILO policies, programmes and actions are strengthened through an improved peer-review process. The quality of ILO products is perceived by end users as increasingly relevant and serves as an important element in their decision-making tool kit.
1.2. Availability of a solid statistical basis covering the four strategic objectives and their interlinkages.	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. Scattered empirical evidence is not coherently compiled and assessed in the ILO to be turned into useful statistical databases.	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.
Biennial milestones		
2010–11	2012–13	2014–15
Existing peer-review system is strengthened and widened in scope; new peer-review process for time-sensitive publications is established.	Peer-review system fully in place for high-profile publications.	All publications are peer reviewed internally and externally.
The proportion of evidence-based, high-profile publications reaches 5 per cent.	The proportion of evidence-based, high-profile publications reaches 7.5 per cent.	Quality and relevance of ILO work is demonstrated by bringing the proportion of evidence-based, high-profile publications to 10 per cent.

Biennial milestones

2010–11	2012–13	2014–15
A time-bound assessment of crisis responses is carried out, based on evidence and involving teams including ILO headquarters and regions.	Decent Work Country Programmes are extended and updated to embody evidence-based analysis on crisis responses and the Decent Work Agenda.	Constituents report improved capacity to formulate and implement policy, and to respond to emerging global challenges, based on an ILO analysis and broad vision.
A series of in-depth comparative country reviews is launched, consistent with the Social Justice Declaration, with a view to support the capacity of governments, employers' and workers' organizations to advance innovative solutions to the crisis and other emerging challenges. A methodology is developed for these comparative reviews.	A second round of country reviews are carried out, representing a concrete example of a focused, evidence-based, high-profile project that can achieve critical mass.	
A strategy to develop a strong, sustainable statistical base is established and starts functioning.	An alternate peer-review mechanism for statistical publications is developed.	Work at the ILO is routinely supported by the availability of a coherent, comprehensive statistical support programme.

Biennial cost: Knowledge is a part of all the ILO does. It is acquired, stored, managed and disseminated in many different ways, both formal and informal. Tacit knowledge is particularly important but also particularly difficult to measure. In these conditions, an estimate of the resources specific to this outcome is not available. For each of the 19 outcomes in the Programme and Budget for 2010–11, the contribution to knowledge development and sharing is an explicit part of the outcome strategy.

Outcome 2: Knowledge exchange is strengthened

14. An interactive process of sharing knowledge can greatly improve its quality. In particular, in the coming biennia there is scope to more effectively engage constituents, partner organizations, and other external stakeholders in the knowledge-creation process.

Strategy

15. In 2007, the Conference identified knowledge sharing as one of six central objectives to be successful in the capacity-building agenda of the ILO.¹⁰ The related conclusions emphasized the need to improve knowledge, skills base, data gathering and processing, and analytical capacities at both headquarters and in the regions. In recent years, significant progress has been made on institutionalizing a knowledge-sharing framework in the ILO.¹¹
16. Moving forward, there is a need to build on the successes that have been achieved and focus more on external knowledge sharing which is essential to the ILO's work. Knowledge sharing happens at several different scales: with constituents, with other organizations in the UN system, with partnering institutions, with academic and research institutions, and with the public.

¹⁰ ILO: *Strengthening the ILO's capacity to assist its Members' efforts to reach its objectives in the context of globalization*, Report V, International Labour Conference, 96th Session, 2007.

¹¹ GB.300/PFA/9/2.

17. Knowledge can be exchanged through different channels. Some examples include: discussions of research findings; peer-review mechanisms; knowledge networks; technical cooperation projects;¹² exchanges of experiences through seminars; jointly organized workshops; and training courses, including through the Turin Centre. To improve knowledge exchange, especially for high-profile projects, in some cases existing approaches will need to be reinforced, and in other cases it may be appropriate to create new structures and mechanisms.
18. Examples of structures to be reinforced or introduced include the use of policy briefs and knowledge networks. The former can be an accessible way to present main findings from high-profile projects to ILO constituents, including policy-makers, at national and regional conferences. With respect to the latter, valuable knowledge exchange with academics can take place through research conferences and knowledge networks can facilitate the onward sharing of knowledge once it has been initially presented to external stakeholders. It is equally important that knowledge be exchanged with communities of practitioners who are well-placed to apply research and analysis to the actual policy development process. To achieve these aims, better cooperation between headquarters and the regions is a must; neither alone can effectively fill gaps at the regional level. A better balance needs to be achieved for conducting research and generating knowledge at the country, regional and global levels.
19. There is an increasing supply of quality knowledge available outside the ILO. This means that cooperation with external partners is crucial, such as regional institutions and development banks, leading universities and think tanks, national parliaments, UN institutions, and international institutions. It is critical to be able to draw on available external knowledge much more often and effectively. The information being collected from international organizations through the application of the CEB *Toolkit for mainstreaming employment and decent work*¹³ offers a useful platform for sharing and building knowledge in the multilateral system. The ILO's effectiveness can be enhanced if knowledge exchange is carried out as a multi-directional activity; it has to be both from "us to them" as well as "them to us". Efforts to share and exchange valuable knowledge with external partners increases the likelihood that such efforts will be reciprocated and new high-quality knowledge will in turn flow back to the ILO.
20. Being active participants in the knowledge-sharing process – both as providers and receivers – can have a multiplier effect that can contribute to the pursuit of other outcomes, notably those identified in the Strategies on Human Resources, Information Technology, Technical Cooperation, and Evaluation. For example, openness to the transmittal and reception of knowledge can help improve workforce effectiveness and efficiency, since people can perform better when they have access to the knowledge they need.

¹² See also GB.306/TC/1.

¹³ United Nations system Chief Executives Board for Coordination (CEB): *Toolkit for mainstreaming employment and decent work*, ILO, Geneva, 2007. Available at www.ilo.org/public/english/bureau/dgo/selecdoc/2007/toolkit.pdf.

Measurement

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.

Biennial milestones

2010–11	2012–13	2014–15
<p>50 per cent of high-profile projects:</p> <ul style="list-style-type: none"> – lead to one or more policy briefs; – are presented in national/regional policy conferences or research conferences or conferences of practitioners; – are carried out hand-in-hand with an external network, including in cooperation with partner organizations. <p>Better systems for capturing lessons learned from technical cooperation are devised to promote a more integrated approach across strategic objectives.</p>	<p>100 per cent of all high-profile projects lead to one or more policy briefs; are presented in regional policy conferences and/or research conferences or conferences of practitioners; and are carried out hand-in-hand with an external network, including in cooperation with partner organizations.</p> <p>Communities of practice developed to support application of research and analysis to policy development and implementation. Associated knowledge platforms are established.</p> <p>Survey carried out to gauge satisfaction with the type and amount of knowledge conveyed through knowledge platforms.</p>	<p>ILO's effectiveness enhanced by being receptive to knowledge produced by external partners.</p> <p>Communities of practice model successfully used to apply knowledge findings.</p> <p>Feedback received from constituents and other external partners indicates satisfaction with the amount, quality and applicability of knowledge received from the ILO.</p>

Biennial cost: Same explanation as for outcome 1.

Outcome 3: Dissemination of ILO knowledge is improved

21. This outcome strategy seeks to ensure that ILO knowledge is disseminated in the most effective way possible.

Strategy

22. In November 2007, the Governing Body adopted a results-based knowledge-sharing strategy,¹⁴ which specifically states that the ILO must communicate its knowledge to influence thinking and policy.
23. While the Office will continue to make the best use of existing dissemination means, the global knowledge-sharing environment is evolving rapidly. Increased use of digital media will provide ILO constituents and specialized audiences with easier access to the information they need, in the format they want, when they want it. New opportunities

¹⁴ GB.300/PV, para. 290; and GB.300/PFA/9/2.

provided by digital and mobile technology need to be exploited to enhance the dissemination of ILO knowledge to constituents, policy-makers, researchers and other audiences including the public and the media.

24. The ILO has had an online presence for well over a decade and significant progress has been made in developing a global web site. However, presentation of information and knowledge products is fragmented. The ILO web site has become a substantial online repository for knowledge, organized on the basis of the Office's internal administrative structure, with insufficient linkages between knowledge products. The process and levels of content creation are unsustainable within the current IT infrastructure and ineffective in terms of dissemination of knowledge. A clearer governance structure, with dedicated resources and increased editorial capacity, should replace the current decentralized management of the web site.
25. While the ILO has a dedicated section on YouTube, which hosts videos produced by the Office, it has yet to exploit other online developments. This Strategy proposes that the ILO explore all opportunities for knowledge sharing and dissemination and ensure that ILO knowledge is present on other emerging platforms.
26. The knowledge-sharing strategy called for more effective policies for publication and dissemination of research results, including better access to research outputs on the ILO web site. To achieve this, web portals organized around the themes identified in the Strategic Policy Framework 2010–15 are planned. Initial examples are already available on the ILO web site, including the Global Job Crisis Observatory. This would not replace existing, recently improved sector web site layouts, but rather supplement them by providing another entry point for users who prefer to access the ILO's content thematically. Expanding the use of digital media is also envisaged, while at the same time ensuring that high-quality print media products continue to be created and disseminated, as required.
27. Successful implementation of outcome 3 will require that all regional and local office web sites are integrated into the global web site structure. In this regard the Office will continue to work to find solutions appropriate for each region. Capacity building, training and support to all staff in the regions on effective web content management and the benefits of new technologies and methodologies will also be required to help ensure effective knowledge dissemination in all regions.
28. Following the launch in 2008 of a redesigned web site for Asia and the Pacific using the Web Content Management System (WCMS), the new technology is being rolled-out to other subregional and country offices in the region. So far it has been introduced in one subregional office and five country offices with support from the Web Development Unit (WEBDEV) at headquarters. The Regional Office expects to complete the process for all offices in the region in 2010. Also noteworthy is the Asia–Pacific Knowledge Sharing Platform launched in 2008 creating a single location for storing and sharing key information and tools that all ILO staff in the region can access. The platform features include an online mission report facility, regional missions and events calendars and three communities of practice (youth employment, skills and green jobs), which are also accessible for constituents. The web site of the Arab States region is currently being brought into the WCMS system and WEBDEV is also working with the New York Liaison Office to enhance ILO web presence in North America. The Europe and Central Asia region will soon launch a web content management system with revamped dedicated sites. In collaboration with the Regional Office for Africa in Addis Ababa, WEBDEV has been able to adapt the technology available to build a web site which follows the design, navigation and structure of the global ILO web site. The Americas region currently uses an independent content management system which means that the ILO web presence is fragmented across a number of servers and technologies. It will be necessary to address this to ensure that this region is integrated into the ILO global web site structure.

Measurement

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 downloaded 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.

Biennial milestones

2010–11	2012–13	2014–15
Redesign of the top layer of the ILO web site.	ILO knowledge products available on mobile platforms.	Integration of ILO knowledge products across web and mobile platforms.
Implementation of initial web writing training and content management programmes.	Make digital tools available to the field structure to encourage broader knowledge capture and dissemination and roll-out of web training to the field.	Diverse ILO knowledge products are available through all relevant external platforms and online databases.
Established team of web content managers at headquarters can package knowledge products for dissemination using various types of media tailored to different audiences.	Trained web writers and content managers in all ILO offices.	ILO knowledge presented thematically at the top layer of the web site.
Key publications and all working paper series are delivered regularly to e-publishing partners.	Relevant external platforms and online databases receive regular knowledge products in different media.	
All authoring units of high-profile ILO knowledge products provide associated executive summary and policy briefs to be disseminated with publication.	Identify and implement other methods of online knowledge delivery, including email alerts to constituents and other audiences and exploration of appropriate social media to extend outreach.	
Expand the use of digital media as a platform for disseminating ILO knowledge, while exploring the increasingly important role of mobile technology.		
Integrate a wider variety of multimedia material to provide comprehensive and user-friendly access for individual audiences.		

Biennial cost: US\$68,480,288. This estimate consists of 2010–11 regular budget allocations for: the part of the budget of the Department of Communication and Public Information linked to knowledge dissemination; communication Professional staff and documentalists in the regions; web content editors; production and translation of official documents; and printing and binding.

Linkages with other strategies

29. The three outcomes of this Knowledge Strategy are interrelated with the outcomes presented in the Human Resources, Information Technology and Technical Cooperation Strategies.
30. In terms of knowledge production, there are strong linkages with the Human Resources Strategy as it proposes to devote greater attention to the recognition of evidence-based work, the promotion of teamwork and the recruitment of staff with strong analytical skills. There are other implications for human resources, because ILO staff will need specialized training in writing for the web and content management, while relevant competencies will need to be incorporated into job descriptions. Knowledge exchange is essential for the success of the Technical Cooperation Strategy. Regarding dissemination, there is a particular link with the Information Technology Strategy, where a strengthened IT infrastructure and removal of technological barriers are required to implement new dissemination tools.

Risks and assumptions

31. There is a risk that the Office may not have enough researchers and policy analysts to reach critical mass for the production of high-quality knowledge. Lack of critical mass can result in fragmentation among too many different projects, which quite often overlap or could benefit from synergies. This damages the quality of the work. In particular, projects are often too descriptive and do not build on solid evidence.
32. Among existing analysts and researchers, there is a risk that time spent on activities like resource mobilization and organization of meetings curtails time spent on actual production of new high-quality knowledge.
33. Research is not always sufficiently linked to policy preoccupations of countries. Constituents and field offices often find ILO research too general, in view of the concrete policy advice requested. And vice versa, staff at headquarters would like to have a better understanding of the specific research needs arising from country positions and reform strategies. To better respond to regional and country considerations, the research and operational capacity of both the regions and headquarters must be strengthened and closer connections made between activities such as advisory and capacity-building services across the Organization's structure. Enhanced interactions can allow for field colleagues to play a more effective role in policy-oriented research and analysis in cooperation with headquarters.
34. Even when research is good, it is insufficiently recognized (ILO documents include less references to ILO publications than to publications from other international organizations). Inadequate dissemination of the high-quality research that is already carried out may reduce incentives for the production of further research.
35. Success in the realm of knowledge dissemination depends on a number of factors, including adapting to technological advances and innovations as well as building partnerships within and outside the Office. Using online technology to package, share and disseminate ILO knowledge and messages will ensure enhanced access for constituents and key audiences and support efforts to implement the Global Jobs Pact and the Decent Work Agenda.

36. Coherent dissemination of ILO knowledge does not depend on technology alone. This has to be part of a broader communications and public information policy as well as increased content-management capacity, along with a clear governance structure. This will require a strategic view of the currently fragmented resources allocated to managing the outputs and activities.
37. Extra-budgetary resources may be required to meet unforeseen needs posed by the rapidly developing information environment. Recognizing however that the Strategy represents an Office-wide effort to improve knowledge dissemination, it is anticipated that the technical sectors and regions will commit resources to its successful implementation.
38. *The Committee may wish to recommend that the Governing Body endorse the Knowledge Strategy 2010–15, taking into account the views expressed during its discussion.*

Geneva, 23 October 2009.

Point for decision: Paragraph 38.