



## Governing Body

309th Session, Geneva, November 2010

GB.309/SG/DECL/2

Steering Group on the Follow-up to the Declaration (2008)

**SG/DECL**

**FOR DECISION**

SECOND ITEM ON THE AGENDA

## Progress report on the implementation plan on the follow-up to the ILO Declaration on Social Justice for a Fair Globalization

### Overview

#### Issues covered

This paper and the attached table summarize progress made so far on the implementation plan of the ILO Declaration on Social Justice for a Fair Globalization adopted by the Governing Body in March 2009.

#### Policy implications

The ILO Declaration on Social Justice for a Fair Globalization challenges the Organization to continually adapt its working methods and calibrate its priorities in light of changing economic and social circumstances. Its implementation plan will continue to affect ILO policies, both internal and external, as shown in this paper.

#### Financial implications

None.

#### Decision required

Paragraph 17.

#### References to other Governing Body documents and ILO instruments

GB.304/SG/DECL/1, GB.304/PV, GB.306/PFA/12/2, GB.306/PFA/12/3, GB.306/PFA/ICTS/1, GB.306/TC/1, GB.309/PFA/4, GB.309/PFA/2, GB.309/SG/DECL/1, GB.309/3/1, GB.307/PV.

ILO Declaration on Social Justice for a Fair Globalization.



## Introduction

1. The ILO Declaration on Social Justice for a Fair Globalization and its accompanying resolution were adopted by the International Labour Conference (the Conference) in June 2008. An implementation plan (the plan), including a roadmap, designed to operationalize all elements of the Declaration, its annex and associated resolution, was adopted by the Governing Body at its 304th Session (March 2009).<sup>1</sup>
2. The plan and the roadmap envisaged the implementation of a series of proposals over the six-year period of the Strategic Policy Framework 2010–15. It systematically identified all points on which action could be taken, identified the links to the main outcomes in the Strategic Policy Framework and the Programme and Budget for 2010–11, provided a time frame and identified the appropriate governance forums.
3. In accordance with this plan, progress on the implementation of the Organization's commitments under the Declaration and the resolution was inextricably linked to delivery of the outcomes as identified in the Strategic Policy Framework, successive programme and budgets, decisions and guidance of the Conference and the Governing Body as well as Regional Meetings. The plan built on ongoing substantive work around the Decent Work Agenda and aimed to reinforce reforms that the Office had already embarked on and which would continue and deepen over the period of the Strategic Policy Framework.
4. This paper and the appended table summarize progress on the main steps taken so far to implement the plan. The plan itself envisaged that implementation would be monitored by the Governing Body through the Programme Implementation Report submitted by the Office covering each biennium period. This information in turn would contribute to the report for the periodic evaluation by the Conference envisaged in the follow-up.

## The Strategic Policy Framework 2010–15 and programme and budgets

5. The preparation of the plan coincided with the development of the Strategic Policy Framework 2010–15 and the Programme and Budget for 2010–11. Complementarity among these instruments was seen as critical to ensuring coherence. The Declaration emphasized the inseparable, interrelated and mutually supportive nature of the four strategic objectives and challenged the Office to put in place a strategic framework and work methods that would drive an integrated approach to achieving results. In response to this challenge, the Strategic Policy Framework focused on essential priorities captured in 19 outcomes with each outcome contributing to all four strategic objectives. The Programme and Budget for 2010–11 specified the strategies to be implemented to achieve results over the biennium, set specific targets and identified the capacities and the resources required to deliver these results.
6. Four core results-based management strategies (Human Resources, Knowledge, Information Technology and Technical Cooperation) were adopted by the Governing Body in November 2009 to be implemented over the six-year period of the Strategic Policy Framework.<sup>2</sup> Results-based management is being deepened through the innovation of outcome-based work planning introduced by the Programme and Budget for 2010–11; the

<sup>1</sup> GB.304/SG/DECL/1 and GB.304/PV, para. 183(a).

<sup>2</sup> GB.306/PFA/12/2; GB.306/PFA/12/3; GB.306/PFA/ICTS/1 and GB.306/TC/1.

revised field structure is being implemented<sup>3</sup> and internal governance procedures and practices continue to be revised and updated.<sup>4</sup>

7. The Programme and Budget proposals for 2012–13 will continue to reinforce the process of implementation of the Declaration. They will be built on the results framework in the Strategic Policy Framework and will use the same measurement criteria as the Programme and Budget for 2010–11. Outcome-based work planning will inform priority setting and budgeting. Further progress will be made in applying lessons learned, reinforcing services to constituents and ensuring focus on ILO comparative advantages and effectiveness, in particular through a strengthened approach to knowledge. A preview of the Programme and Budget proposals for 2012–13 will be considered by the Governing Body during this session<sup>5</sup> and final proposals will be submitted to the Governing Body for adoption in March 2011.
8. The Programme Implementation Report for 2010–11, which will be presented to the 313th Session (March 2012) of the Governing Body, will report on the results achieved under each of the 19 outcomes with a special focus on good practices in integrated approaches and teamwork across the Office.

## **Introduction of a scheme of recurrent discussions by the International Labour Conference**

9. The Steering Group will recall that the follow-up to the Declaration required the introduction by the Organization of a scheme of recurrent discussions by the Conference. The purpose of these recurrent discussions is to: (i) understand better the diverse realities and needs of its Members with respect to each of the strategic objectives, respond more effectively to them using all the means of action at its disposal, including standards-related action, technical cooperation and the technical and research capacity of the Office, and adjust its priorities and programmes of action accordingly; and (ii) assess the results of the ILO's activities with a view to informing programme, budget and other governance decisions.<sup>6</sup> The introduction of the recurrent discussions was intended to impact directly on the manner in which items are selected by the Governing Body for the Conference agenda, and to lead to an enhanced role for the Conference in setting the priorities for the Organization, as well as a more strategic role for the Governing Body in setting priorities and allocating resources to respond to those priorities.
10. The Governing Body decided at its 304th Session (March 2009), to adopt a seven-year cycle for the recurrent discussions with employment, social protection and fundamental principles and rights at work being discussed twice in the cycle. It also decided that the recurrent discussion at the 100th Session (2011) of the Conference would be the strategic objective of social protection (social security). A General Survey under article 19 concerning social security was launched in 2010 for Conference discussion in 2011. The

<sup>3</sup> See GB.309/PFA/4.

<sup>4</sup> Examples include the Performance Management Framework (2009), Risk Management (2009), Results-based Management (2009), the Accountability Framework (2010) and Roles and Responsibilities of Senior Managers in the ILO (2010).

<sup>5</sup> GB.309/PFA/2.

<sup>6</sup> ILO Declaration on Social Justice for a Fair Globalization, Annex, Part II(B).

Governing Body decided at its 306th Session (March 2010) to select the strategic objective of fundamental principles and rights at work for recurrent discussion at the 101st Session (2012) of the Conference. A General Survey under article 19 concerning fundamental principles and rights at work will be conducted in 2011 for Conference discussion in 2012.

11. As decided by the Governing Body at its 303rd Session (November 2008), the strategic objective of employment was selected for the first recurrent discussion at the 99th Session (2010) of the Conference. The corresponding General Survey under article 19 of the Constitution was carried out during 2009. A separate paper on the experience and lessons learned from the first recurrent discussion at the 99th Session of the Conference is before this session of the Steering Group for debate and guidance.<sup>7</sup> Under matters arising out of the work of the 99th Session (2010) of the Conference, the Governing Body will consider the Conference resolution and substantive outcome of this recurrent discussion.<sup>8</sup> The priorities set by the Conference will also be reflected in the Programme and Budget proposals for 2012–13.

## **Follow-up to the ILO Declaration on Fundamental Principles and Rights at Work**

12. The alignment of the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work with the ILO Declaration on Social Justice for a Fair Globalization was discussed at the 99th Session (2010) of the Conference. Arising from this discussion, a resolution was adopted which provides for the continuation of the annual follow-up concerning non-ratified fundamental Conventions, and a Global Report on the effect given to, and the promotion of, the four categories of fundamental principles and rights at work.<sup>9</sup> The Global Report will be submitted to the Conference to inform the recurrent discussion in 2012.

## **Working methods of the Governing Body and functioning of the Conference**

13. A Working Party on the functioning of the Governing Body and the Conference was established by the Governing Body in June 2009. It has met in November 2009 and March 2010. Following its recommendation, the Governing Body requested the Office to apply tripartite consultation, in an inclusive, transparent and comprehensive manner, to the agenda-setting process and organize informal tripartite consultations for further developing proposals for reform of the functioning of the Governing Body and the International Labour Conference to be submitted to the Working Party at the current session.<sup>10</sup>

<sup>7</sup> GB.309/SG/DECL/1.

<sup>8</sup> GB.309/3/1.

<sup>9</sup> ILO: *Seventh item on the agenda: Review of the follow-up to the 1998 ILO Declaration on Fundamental Principles and Rights at Work*, Provisional Record No. 10, International Labour Conference, 99th Session, Geneva, 2010.

<sup>10</sup> GB.307/PV, para. 199.

## Conclusion

14. The realization of the full potential of the ILO Declaration on Social Justice for a Fair Globalization requires a sustained effort over time by the Organization as a whole. Indeed, by its very nature, the Declaration challenges the Organization to continually adapt its working methods and calibrate its priorities in the light of changing economic and social circumstances. While recognizing the long-term commitment required to fulfilling the potential of the Declaration, it is clear that a certain momentum has been created by the implementation of the specific measures summarized in the above paragraphs and in the attached table and that the Declaration has had a clear impact since its adoption in June 2008. Furthermore, it has provided a major point of reference and organizing framework for the ILO's response to the economic and financial crisis as evidenced in the Global Jobs Pact adopted by the 98th Session of the Conference and subsequent follow-up actions. It has increased the visibility of the Organization within the UN system and beyond and it has renewed interest in, and understanding of, the ILO's mandate and its relevance to the challenges of globalization.
15. A major preoccupation of the Office is how to better assist constituents to meet their needs at country level. This has become the primary driver of the provision of ILO technical advice and services and is being reinforced through the implementation of the revised field structure. Internally, changes in working methods reflect a more integrated approach and cross-Office teams are creating new and more effective ways of delivering coherent policy packages which are more responsive to the needs of constituents. The experience and outcome of the first recurrent discussion on the strategic objective of employment will be considered by this session of the Governing Body. The Governing Body is reviewing its own working methods and introducing appropriate changes.
16. Major challenges remain as the Organization continues to adapt to the changing environment and reconciles the demand of constituents for more and better quality services with resource constraints. Lessons are being learned and adjustments will be made in the light of experience.
17. *The Steering Group may wish to recommend that the Governing Body take note of the actions taken to date to implement the plan and provide guidance to the Office on priorities for future action.*

Geneva, 6 October 2010

*Point for decision:* Paragraph 17

## Appendix

### Status report: ILO Declaration on Social Justice for a Fair Globalization Roadmap

#### 1. ILO Declaration on Social Justice for a Fair Globalization

Section/paragraph	Action	Time frame	Status
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##### *Preambular considerations*

Paragraphs 1 to 6	General framework that will inform all activities of the ILO	Ongoing	Ongoing
Paragraph 3	Specific action required on examining international economic and financial policies in the light of the fundamental objective of social justice	Ongoing	See papers to the Working Party on the Social Dimension of Globalization and paper to the Governing Body on the first recurrent discussion on employment (GB.309/3/1).

##### *Part I. Scope and principles*

A(i)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Results will be reported in Programme Implementation Report for 2010–11.
A(ii)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Results will be reported in Programme Implementation Report for 2010–11.
A(iii)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Results will be reported in Programme Implementation Report for 2010–11.
A(iv)	Specific initiatives Operationalized in SPF and P&B 2010–11 proposals	2009 2010–15	Results will be reported in Programme Implementation Report for 2010–11.

Section/paragraph	Action	Time frame	Status
B.	Operationalized in SPF and P&B 2010–11 proposals Action by Members at national/international level	2010–15	Results will be reported in Programme Implementation Report for 2010–11.
C.	Action by Members at national/international level	Ongoing	Results will be reported in Programme Implementation Report for 2010–11.

**Part II. Method of implementation**

A(i)	<i>First recurrent discussion on employment</i>		
	Decision to place item on agenda of the 99th Session (2010) of the ILC	November 2008	Done
	Article 19 questionnaire for a General Survey	November 2008	Done
	Office-wide endeavour to prepare report	November 2008– December 2009	See GB.309/SG/DECL/1 (Review of the process of the first recurrent discussion on employment).
	Conference discussion and adoption of a plan of action	June 2010	See Report of the Committee for the Recurrent Discussion on Employment ( <i>Provisional Record</i> No. 18, ILC, 99th Session, Geneva, 2010).
	Operationalization of plan of action	November 2010	See the following papers before this session of the Governing Body: Matters arising out of the work of the 99th Session (2010) of the ILC: Recurrent discussion on employment (GB.309/3/1) and Preview of Programme and Budget proposals for 2012–13 (GB.309/PFA/2).
	<i>Second recurrent discussion on social protection (possibly social security)</i>		
	Decision to place item on agenda of the 100th Session (2011) of the ILC	March 2009	Done
	Proposed article 19 questionnaire for a General Survey	March 2009	General Survey undertaken in 2010
	Office-wide endeavour to prepare report	March 2009– December 2010	Ongoing Paper submitted to the Committee on Employment and Social Policy in March 2010 (GB.307/ESP/2/2)



Section/paragraph	Action	Time frame	Status
	Conference discussion and adoption of a plan of action	June 2011	Item on the agenda of the 100th Session (2011) of the Conference
	Operationalization of plan of action	November 2011	Outcome of the 2011 Conference discussion will be considered by the Governing Body in November 2011.
	Decision on length of cycle and sequencing of recurrent items	March 2009	Decision to adopt a seven-year cycle taken by the Governing Body in March 2009
	Review of 1998 Declaration follow-up procedures	March 2009	The alignment of the follow-up to the 1998 Declaration discussed at the 99th Session (2010) of the Conference. See <i>Provisional Record</i> No.10.
A(ii)	Field structure review to strengthen ILO capacity to assist its Members	March 2009	Progress report on implementation of the revised field structure before this session of the Governing Body (GB.309/PFA/4)
	Strengthening resource mobilization and TC appraisal procedures: new resource mobilization strategy	November 2009	Technical Cooperation Strategy was adopted by the Governing Body in November 2009 (GB.306/TC/1). Since January 2009, all technical cooperation (TC) proposals undergo a rigorous appraisal process to ensure that they are aligned with targets and outcomes set in the outcome-based workplans, Decent Work Country Programmes and other country-level development frameworks; that they fully integrate tripartism, respect for international labour standards and gender equality and non-discrimination; that they make appropriate use of the capacities of the Turin Centre; that they focus on capacity building and empowerment of constituents; and that they apply sound results-based management (RBM).
	Support to country programmes for decent work, including tripartite participation in these programmes	2010–15	The number of Decent Work Country Programmes finalized is 48; and of those in drafting process and in final stages of consultation with tripartite constituents, 46 (September 2010).
A(iii)	Empirical analysis and tripartite discussion on country experiences: three or four pilot country studies	2009–10	Three pilot country reviews undertaken in 2009–10 (Brazil, Indonesia and Germany)
	New round of studies based on lessons learned	2010–11	Selection of second round of three countries under way. Three further studies to be completed in 2010–11.

Section/paragraph	Action	Time frame	Status
A(iv)	Developing a knowledge base on bilateral/multilateral agreements	2009–10	Systems for capturing lessons learned from TC have been put in place to feed into future TC design, and to promote a more integrated approach across the four strategic objectives.
A(v)	Definition of a strategy to develop new partnerships with multinational enterprises and trade unions operating at the global level	2009–10	Several research and policy dialogue activities have been designed and implemented on International Framework Agreements (IFAs) signed between multinational enterprises (MNEs) and Global Union federations (GUFs) and more broadly on the question of global industrial relations. Activities included sectoral meetings with the participation of MNEs and GUF representatives; European regional seminars on IFAs for enterprise representatives; an online survey of MNE managers on the impact of IFAs; research projects on the impact of IFAs, including in the Global South, involving collaboration with MNEs and GUFs; a database on IFAs' content and processes; and research activities on export processing zones. These activities constitute a basis on which to build a fully-fledged strategy on partnerships with MNEs and GUFs.
B(i) to (vii)	Actions by Members at national/international level	Ongoing	Ongoing
B(ii)	<i>Providing a methodology to establish appropriate indicators or statistics and evaluate progress made in the implementation of the Decent Work Agenda at national level</i>		
	Five pilot Decent Work Country Profiles	2009	Austria, Brazil, Malaysia, the United Republic of Tanzania and Ukraine volunteered as pilot countries in the preparation of country profiles. Profiles of Austria, Brazil and the United Republic of Tanzania (mainland) have been published. The profile for Ukraine is well advanced. Preparation of a profile for Malaysia has been deferred and the identification of an alternative pilot country in Asia is under way.
	Six-year programme for roll-out to all ILO member States	2010–15	The paper on measuring decent work, submitted to the Governing Body in November 2009 (GB.306/17/5), reviewed the progress made and lessons learned during the pilot phase and proposed a mode for implementing the roll-out. A unit within the Policy Integration Department is coordinating work on the profiles. This unit will collaborate closely with the Department of

Section/paragraph	Action	Time frame	Status
			Statistics, regional offices and TC projects focusing on building capacity in member States on measuring decent work, notably the four-year European Commission project on “monitoring and assessing progress on decent work in developing countries”.
C.	Other organizations will be invited to promote decent work.	Ongoing	A number of international organizations and multilateral agencies have shown interest in promoting decent work and incorporating the concept into their own policies and programmes. The adoption of the Global Jobs Pact and its endorsement by UN bodies and G20 leaders and inclusion in the UN Joint Crisis Initiatives, have highlighted the relevance of the Decent Work Agenda. Enhanced working relationships with multilateral and regional bodies in the aftermath of the crisis, including the Asian Development Bank, International Monetary Fund (IMF), Organisation for Economic Co-operation and Development (OECD), World Bank and others, have resulted in further recognition for decent work as a policy goal. A high-profile example was the joint ILO–IMF Conference “The Challenges of Growth, Employment and Social Cohesion” in September 2010. The ILO also participated in the drafting group for 2009 UNDG guidelines for developing UNDAFs. This resulted in the incorporation of the CEB <i>Toolkit on mainstreaming employment and decent work</i> into the guidelines and recommendation of its use in analyzing national contexts prior to joint programming exercises. Since the launch of the <i>Toolkit</i> in 2007, 14 agencies (FAO, UNIDO, UN-HABITAT, UNICEF, UNRWA, UPU, UNDP, WHO, IAEA, UNESCO, UNWTO, UNEP, UNODC, World Bank) have carried out its self-assessment to determine their impact on decent work and how this could be enhanced. Two agencies have since requested specific assistance from the ILO to develop their capacity (UNIDO and UPU), and the FAO is developing tools jointly with the ILO to integrate decent work in its programmes.

Section/paragraph	Action	Time frame	Status
	Evaluation of trade and financial market effects on employment	Ongoing	Numerous activities have been undertaken in response to the mandate given under the Declaration. The work has taken the form of publications (books or working papers, sometimes jointly with other international agencies) or joint events with other agencies (e.g. the World Bank, WTO). In addition, a report on trade and employment is currently being prepared for the G20 Seoul Summit, jointly with OECD, the World Bank and the WTO.

### ***Part III. Final provisions***

A.	Communication by Director-General to Heads of State, Ministers of Labour, the UN and UN system organizations	August–October 2008	Done
	Governments, employers' and workers' organizations make the ILO Declaration on Social Justice for a Fair Globalization known	Ongoing	Ongoing
B.	Modalities of implementation of Part II of the ILO Declaration on Social Justice for a Fair Globalization	Ongoing	Ongoing
C.	Review of impact of the ILO Declaration on Social Justice for a Fair Globalization	To be determined	To be determined by the Governing Body

## **2. Annex: Follow-up to the Declaration**

Section/paragraph	Action	Time frame	Status
<b><i>Part I. Overall purpose and scope</i></b>			
B.	Adaptation of existing modalities of application of article 19, without increasing reporting	Ongoing	The decisions on linking General Surveys to recurrent discussions do not increase the reporting burden for governments or duplicate reporting.

Section/paragraph	Action	Time frame	Status
<b>Part II. Action by the Organization to assist its Members</b>			
<i>Administration, resources and external relations</i>			
A(i)	Introduction of a new work culture linked to results in delivering decent work and collaboration across lines of authority	Ongoing	Measures to encourage collaboration have been built into a series of programming frameworks, including outcome-based workplans, criteria for RBSA and XBTC allocation and the quality assurance mechanism for Decent Work Country Programmes. Collaboration is strongly encouraged by the process of developing the Programme and Budget for 2012–13.
	SPF has been designed to encourage joint Office-wide action within framework of limited number of outcomes	2010–15	Results will be reported in Programme Implementation Report for 2010–11.
	Promotion of enhanced teamwork through several initiatives, including four thematic projects, training and staff development and more flexible arrangements	2009–11	Results will be reported in Programme Implementation Report for 2010–11.
A(ii)	Development of a comprehensive results-based knowledge strategy	November 2009	Results-based Knowledge Strategy for 2010–15 adopted by the Governing Body in November 2009 (GB.306/PFA/12/3). Implementation ongoing.
	Review of ILO field structure	March 2009	See status report under Declaration, Part II(A)(ii) above.
	Establish a plan for building the capacity of constituents	2009–10	Each of the 19 outcomes incorporates a component on capacity building for constituents. Priority was given by the Turin Centre during 2009–10 to capacity building of constituents in pilot countries under the Global Jobs Pact. This was in addition to its ongoing capacity-building programmes for employers and workers. A new programme on labour administration was rolled-out by the Turin Centre in 2009.  The Bureaux for Workers' and Employers' Activities (ACTRAV and ACT/EMP) have included the perspective of the Declaration in their various activities: programming exercises, Turin Centre courses (both as a specific subject and as a working method), interaction with technical units in reference to possible normative, research and TC issues. Examples include the ACTRAV Symposium on Collective Bargaining and its reflection on social dialogue within and across borders undertaken with representatives of all units in the Office as well as MNEs; the ACT/EMP public-private

Section/paragraph	Action	Time frame	Status
			<p>partnership agreement with certain companies promoting employment of workers with disabilities and the commitment to the Better Work Programme. Both Bureaux – through their support to the Workers' and Employers' groups – have also contributed to the first recurrent discussion on employment.</p> <p>A new Labour Administration and Inspection Programme (LAB/ADMIN) was established in 2009 to enhance capacity building of labour ministries and inspection systems. In the field of labour inspection, the focus has been on fundamental rights in areas such as undeclared work and trafficking. Training materials (global products) on labour inspection and labour administration have been developed in close cooperation with the Turin Centre, and two handbooks have been developed with ACTRAV and ACT/EMP for workers and employers on labour inspection. Labour administration and labour inspection audits are usually accompanied by action plans in the respective regions/countries.</p> <p>See also paper on labour inspection and administration (GB.309/ESP/3).</p>
A(iii)	Rigorous application of results-based management principles and methods in SPF	2010–15	<p>Major RBM-related documents submitted to the Governing Body in 2009 and 2010 include the SPF 2010–15, the P&amp;B for 2010–11, the Programme Implementation Report for 2008–09, and RBM strategies on knowledge, human resources, information technology and TC. RBM drives internal planning and resource allocation through outcome-based workplans built on Decent Work Country Programmes. The application of lessons learned and the setting of baselines and targets under SMART (specific, measurable, achievable, relevant and time-bound) indicators are now standard practice. Performance management, risk analysis and accountability are all parts of the RBM approach. All of this is guided by an Office Directive issued in August 2009 that sets out RBM goals and practices and makes it applicable to all work undertaken by the Office.</p>
A(iv)	New Human Resources Strategy 2010–15	November 2009	<p>Results-based Human Resources Strategy for 2010–15 adopted by the Governing Body in November 2009 (GB.306/PFA/12/2). Implementation ongoing</p>

Section/paragraph	Action	Time frame	Status
	Proposal to establish a working party on more effective governance structures	March 2009	Working Party established by the Governing Body in June 2009
	Measures to improve external and internal governance	2010–15	Independent Oversight Advisory Committee reports presented to the Governing Body in 2009 and 2010 International Public Sector Accounting Standards being implemented Working Party established on functioning of the Governing Body and the Conference Ongoing participation in Joint Inspection Unit (JIU) surveys and research (see GB.309/PFA/10)
A(v)	Implementation of a plan to promote decent work in all UNDAFs and a training programme implemented	2009	In 2009, an extensive exercise was undertaken at the undg level that led to the adoption in November 2009 of improved guidance on UNDAFs. The comparative advantages of the Organization are embedded in the new document. The guidelines make specific reference to workers' and employers' organizations as national stakeholders who should be consulted in the process of design, implementation, and monitoring of the UNDAF. In 2009, a capacity-building programme entitled "Working with the United Nations" was organized. Training was provided to more than 200 ILO staff in the five regions. Also in 2009, three seminars for workers' organizations – two in the Americas and one interregional in the Turin Centre – were held. Similar capacity-building programmes are planned for 2010 for governments and workers' and employers' organizations. The mainstreaming of decent work in UNDAFs is being monitored, in particular with regard to the number of UNDAFs that reflect decent work priorities and the participation of social partners in UN joint programming.
A(vi)	Implementation of a plan for identification, updating and promotion of the list of standards that are the most significant from the viewpoint of governance	November 2009	Tripartite consultations on different aspects of standards policy have continued and their results have been fed into discussion at the LILS Committee and the Conference Committee on the Application of Standards.

Section/paragraph	Action	Time frame	Status
<i>Understanding and responding to Members' realities and needs</i>			
B(i) and (ii)	Introduction of a scheme of recurrent discussions by ILC: see steps proposed in this roadmap on the Declaration, Part II(A)(i).		See status report above under Declaration, Part II(A)(i).
<i>Technical assistance and advisory services</i>			
C(i)	Proposals on field structure review to strengthen ILO capacity to assist its Members	March 2009	See status report under Declaration Part II(A)(ii) above.
	Concentration of resources in line with the objectives of the ILO Declaration on Social Justice for a Fair Globalization on limited number of strategic technical cooperation programmes	2010–11	Resources are allocated to the priorities identified in the outcome-based workplans not only from the regular budget but also from XBTC and RBSA resources. Extra-budgetary and RBSA resources are directed to decent work outcomes through targeted fund-raising efforts from a diversified donor community.
	Development of a new resource mobilization strategy	November 2009	The resource mobilization strategy is focused on funding gaps for achieving Decent Work Country Programme outcomes. Donors are encouraged to move away from earmarked funding for particular TC projects, towards unearmarked, predictable and inclusive multi-annual partnership agreements; direct contributions to decent work outcomes and the RBSA; and jointly programmed One UN funds. The Office is also seeking to increase access to these and other UN funds through enhanced local resource mobilization training and support to improved understanding of UN reform processes.
C(ii)	Providing general expertise and assistance which each Member may request for the purpose of adopting a national strategy	2010–15	During 2009–10, around 25,000 national representatives from 191 countries and territories participated in learning and knowledge-sharing activities organized by the Turin Centre related to the Decent Work Agenda and the Millennium Development Goals' agenda.
	Exploring innovative partnerships for implementation of national strategies for decent work	2010–11	Efforts are being made to reach out to emerging donors and new, innovative approaches such as South–South and triangular cooperation, as well as public–private partnerships combining ILO expertise with that of private enterprises, trade unions and governments, are being pursued. The Office



Section/paragraph	Action	Time frame	Status
			has expanded its efforts to secure support from the private sector and private foundations. Internal governance guidance has been issued to facilitate resource mobilization from non-State actors, and a new outreach strategy with promotional materials is being developed.
C(iii)	Development of appropriate tools for evaluating progress made (Decent Work Country Profiles)	2009–15	As part of the programme on measuring decent work, considerable progress has been made in developing statistical indicators on decent work and reproducible indicators for fundamental principles and rights at work (see also status report under Declaration, Part II(B)(ii) above. Production of definition sheets for the statistical decent work indicators in the 11 thematic areas covered by decent work profiles is well advanced and will be collected in a forthcoming quick reference manual. These definition sheets provide national statistical offices with the necessary technical information to enable them to compute decent work indicators based on existing data or to collect suitable primary data. In addition to the development of systematic qualitative information on the legal framework for decent work, the Office has also developed numerical indicators for fundamental principles and rights at work. A pilot project was undertaken to develop a coding framework for violations in both law and practice of Conventions Nos 87 and 98. The extension of this pilot project to the other Conventions associated with the fundamental principles and rights at work is envisaged.
	Development of appropriate tools for assessing the impact that other factors and policies may have on the Members' efforts	November 2009	The CEB <i>Toolkit</i> and its assessment checklist for national level application have helped constituents and UN Country Teams integrate decent work into national development strategies and policies. Thus far, the <i>Toolkit</i> has been used by the UN Country Teams of Argentina, Indonesia, Pakistan, Serbia, Syrian Arab Republic and Uruguay. It has also been used with national governments in the United Republic of Tanzania and Viet Nam, specifically in the preparation of national development plans.
C(iv)	Development of a new resource mobilization strategy to address the special needs and capacities of developing countries and of the representative organizations of workers and employers	November 2009	Ongoing capacity-building activities for constituents enable them to better formulate their decent work priorities and to translate these into national development plans and budgets, poverty reduction strategies, and UNDAFs, thereby sustaining decent work results well beyond the lifespan of the Decent Work Country Programme initiative. Greater constituent

Section/paragraph	Action	Time frame	Status
			participation in development planning as a whole connects international development assistance to the stakeholders, providing valuable guidance and buy-in not only for the ILO but for the UN system.

*Research, information collection and sharing*

D(i)	Three or four pilot country studies	2009–10	See status report under Declaration, Part II(A)(iii) above.
	New round of studies based on lessons learned	2010–11	See status report under Declaration, Part II(A)(iii) above.
D(ii)	Establishment of schemes such as peer reviews at the request of Members	To be determined	To be determined by the Governing Body

**III. Evaluation by the Conference**

A.	Evaluation of impact of the ILO Declaration on Social Justice for a Fair Globalization by the Conference	To be determined	To be determined by the Governing Body
B.	Report on evaluation of impact of the ILO Declaration on Social Justice for a Fair Globalization	To be determined	To be determined by the Governing Body
C.	Opportunity given to multilateral organizations to participate in evaluation of impact and discussion	To be determined	To be determined by the Governing Body
	Invitation of other entities to attend and participate in discussion on impact	To be determined	To be determined by the Governing Body
D.	Conclusions from evaluation and opportunity of any appropriate course of action	To be determined	To be determined by the Governing Body and the Conference

### 3. Resolution on strengthening the ILO's capacity to assist its Members' efforts to reach its objectives in the context of globalization

Section/paragraph	Action	Time frame	Status
1.	No duplication with existing supervisory mechanism and no increase in reporting obligations of member States	Ongoing	The reporting arrangements adopted by the Governing Body do not increase reporting obligations.
2.	Implementation plan	November 2008– March 2009	Implementation Plan adopted by the Governing Body in March 2009 (GB.304/SG/DECL/1(Rev.)).
2(a)	See corresponding sections of this roadmap on the Declaration and Annex above	–	–

#### 2(b) I. Capacity and governance issues

(a)	Development of a comprehensive results-based knowledge strategy	November 2009	See status report under Annex: Follow-up to the Declaration, Part II(A)(ii) above.
	<i>Empirical analysis and tripartite discussion on country experiences</i>		
	Three or four pilot country studies	2009–10	See status report under Declaration, Part II(A)(iii) above.
	New round of country studies based on lessons learned	2010–11	To be determined
	<i>Decent Work Country Profiles (statistics and indicators)</i>		
	Five pilot country profiles	2009	See status report under Declaration, Part II(B)(ii) above.
	Six-year programme for roll-out to all ILO member States	2010–15	See status report under Declaration, Part II(B)(ii) above.
	Annual <i>World of Work Report: Interactions between financial policies and four pillars of Decent Work Agenda</i>	2009	<i>World of Work Report 2009. The Global Jobs Crisis and Beyond</i> , published in December 2009. Next <i>World of Work Report</i> will be published in October 2010.
Biennial <i>Global Wage Report</i>	2010	Update to <i>Global Wage Report 2008/09</i> issued in November 2009. The <i>Global Wage Report 2010/11</i> will be published in December 2010.	

Section/paragraph	Action	Time frame	Status
	Development of a collaborative workplan between ITC, INST and research/knowledge components of technical units	2009–10	ITC and INST have developed and tested a new training curriculum to strengthen ILO staff capacity to generate and use research.
(b)	Review of ILO field structure	March 2009	See status report under Declaration, Part II(A)(ii) above.
(c)	Strengthening the coherence and cooperation within the Office. See section of this roadmap on Annex: Follow-up to the Declaration, Part II(A)(i) above	–	–
(d)	New Human Resources Strategy 2010–15	November 2009	See status report under Annex: Follow-up to the Declaration, Part II(A)(iv) above.
(e)	Revision and updating of evaluation mechanisms	2009	See Annual Evaluation Report 2009–10 before this session of the Governing Body (GB.309/PFA/5/1).
	External evaluation of the Office's evaluation function, on the basis of which the current strategy will be refined	2010–11	Independent evaluation of the ILO's evaluation function undertaken in 2010. Conclusions, findings and recommendations before this session of the Governing Body (GB.309/PFA/5/5).
(f)	Proposal to establish a working party on improvement of working methods of the Governing Body and functioning of ILC	March 2009	See status report under Annex: Follow-up to the Declaration, Part II(A)(iv) above.
(g)	Implementation of an Office-wide change management and capacity-building programme	2010–15	Linked to the implementation of the revised field structure, a series of change management workshops were held in 2009–10. The ILO Accountability Framework was formalized in January 2010 accompanied by the strengthening of several accountability standards; the roles and responsibilities of key senior management have been clarified and outcome-based workplans were introduced in 2010 to facilitate better coherence, integrated resource use and teamwork. The Human Resources Development Department has coordinated the design and delivery of a variety of staff development programmes aimed at building organizational capacity with a focus on internal governance and leadership,

Section/paragraph	Action	Time frame	Status
			accountability, technical capacity, staff effectiveness and well-being. These Included risk management and procurement workshops and the participation of field directors in the “Delivering as One”/UN Country Team Coordination and Leadership Skills workshops. Full implementation of the new Performance Management Framework started in January 2010. A new programme was designed and piloted in collaboration with the Turin Centre to strengthen the ILO’s research capacity including statistical and macroeconomic analysis, as well as research methodologies. Media and communications courses were delivered in collaboration with the Department of Communication and Public Information. Orientation sessions on HIV in the workplace, distance learning courses on writing effectively, presentation and public speaking workshops were organized. Orientation workshops for new officials were organized in collaboration with the Turin Centre. Language courses were delivered to over 500 officials at headquarters; a series of IT standard office application courses were delivered in addition to the introduction of the advanced European Computer Driving License (ECDL) certification. A 12-week distance-learning language programme was piloted in the field.
	Continued initiatives to improve transparency and accountability in the ILO	Ongoing	Systematic review and updating of internal rules and procedures. Several new measures introduced include a register of financial interests; approval procedures for outside activities and occupations; whistleblower protection; internal letter of representation; guidance on conflicts of interest and a public information disclosure policy.
(h)	Several evaluations of Decent Work Country Programmes	2009–11	Two independent evaluations were completed in 2009 (Indonesia and Honduras) and two in 2010 (United Republic of Tanzania and Kyrgyzstan). The findings and recommendations of the Indonesia evaluation were reported to the Governing Body in November 2009 and the findings and recommendations of the 2010 evaluations are before this session of the Governing Body (GB.309/PFA/5/2 and GB.309/PFA/5/3).
	All Decent Work Country Programmes either self-evaluated or subject to independent evaluation	2010–15	In 2009, country programme reviews were undertaken in Bangladesh, Bolivia and Mongolia. In 2010, reviews were undertaken in Syrian Arab Republic, Laos, Lesotho and Serbia. Four other reviews are planned before the end of 2010: Nicaragua, Senegal, Yemen and Zimbabwe. For 2011, country reviews are

Section/paragraph	Action	Time frame	Status
			either planned or under discussion for Argentina, Côte d'Ivoire, Madagascar, China and India.
	Review of the current Decent Work Country Programmes and finalization of those under preparation	2009–10	See status report under Declaration, Part II(A)(ii) above.
(i)	Progress made in implementation of results-based management reflected in SPF and Programme and Budget proposals for 2010–11	2010–15	Progress will be reported in Programme Implementation Report for 2010–11.
	Development of electronic “dashboards” for management support and improved transparency	2009	A donor dashboard was released in December 2009 that provides information to donors and staff on the status of extra-budgetary projects thereby enhancing the transparency and awareness of ILO activities. Through the development of the Dashboard, security and technology infrastructure were implemented that provide the foundation for the development of a manager’s dashboard.
	Deployment of IRIS in the regions	2010–11	See paper before the Information and Communications Technology Subcommittee (GB.309/PFA/ICTS/2).
	Introduction of new IT technologies, including the Electronic Document Management System and Plone	Ongoing	Implementation ongoing in accordance with the results-based Information Technology Strategy 2010–15 adopted by the Governing Body in November 2009 (GB.306/PFA/ICTS/1).

*2(b) II. Recurring items on the agenda of the International Labour Conference*

(a)	Decision on length of cycle and sequencing of recurrent items	March 2009	See status report under Declaration, Part I(A)(i) above.
(b)	Review of follow-up of 1998 Declaration	June 2010	See status report under Declaration, Part I(A)(i) above.
(c)	Priorities defined in the recurrent discussions taken into account in subsequent P&Bs	Ongoing	Ongoing
(d)	See section of this roadmap on the Declaration, Part II(A)(ii) above	–	–

Section/paragraph	Action	Time frame	Status
(e)	Tripartite consultations with a view to consolidating and streamlining of reporting by Members and the Office	2010–11	Ongoing

*2(b) III. Partnerships*

Section/paragraph	Action	Timeframe	Status
	See roadmap for the Declaration, Part II(A)(v) and on Annex: Follow-up to the Declaration, Part II(A)(v)		
	Development of inter-agency research proposals	2009–10	<p>At the request of the G20, and with inputs from OECD and other international organizations, the ILO carried out analyses of employment and social protection policy measures adopted by a large sample of countries to address the crisis and its labour market and social impacts.</p> <p>The ILO is promoting inter-agency policy dialogue and technical exchanges through the CEB's Global Jobs Pact Initiative. Strong inter-agency collaboration, advocacy and research are also taking place under the auspices of the CEB's Social Protection Floor Initiative, jointly led by the ILO and WHO with the involvement of UNICEF, IMF and other international agencies.</p> <p>Collaboration has started between the ILO and the World Bank to review measures of global and regional aggregate employment trends, to analyse the distributional impacts of the crisis on employment, and to carry out an inventory of crisis response and recovery policy interventions.</p> <p>A discussion paper on "The Challenges of Growth, Employment and Social Cohesion" was jointly prepared by the ILO and the IMF as a background document for the high-level conference held in Oslo on 13 September 2010. The conference, organized by the ILO and the IMF in cooperation with the Office of the Prime Minister of Norway, aimed at stimulating a discussion on policies to improve the capacity of economies to generate enough good jobs – decent work – to meet societies' needs. One section of the discussion paper, on the human cost of recessions, how to assess it and reduce it, was prepared by the IMF. Another section, on building an employment-oriented framework for strong, sustainable and balanced growth, was prepared by the ILO.</p>
	Development of a communications strategy	November 2009	The communication strategy is an integral component of the Knowledge Strategy adopted by the Governing Body in November 2009. Implementation

Section/paragraph	Action	Time frame	Status
			ongoing.
2(c)	Ongoing consultations with constituents	2010–15	Ongoing
3.	Establishment of Steering Group on Follow-up to the Declaration	June 2008	Steering Group established by the Governing Body in June 2008
4.	Reflected in P&B proposals for 2010–11	2010–11	See status report under Declaration, Part I(A) and (B) above.
5.	Evaluation of steps taken to give effect to the resolution	To be determined	To be determined by the Governing Body

Acronyms	
CEB	UN System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ILC	International Labour Conference
INST	International Institute for Labour Studies
ITC	International Training Centre of the ILO, Turin
LILS	Committee on Legal Issues and International Labour Standards
P&B	Programme and Budget
SPF	Strategic Policy Framework
RBSA	Regular Budget Supplementary Account
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WHO	World Health Organization
WTO	World Trade Organization
XBTC	Extra-budgetary Technical Cooperation