



## Governing Body

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Programme, Financial and Administrative Section

PFA

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**FOR INFORMATION**

## **ILO performance information: Improvements in the quality of results reporting**

**Summary:** This paper provides an update on work undertaken by the Office to strengthen the reporting of results of the ILO programmes, as captured in the biennial report on implementation. This work is meant to inform the preparation of the *ILO programme implementation 2012–13*.

**Author unit:** Bureau of Programming and Management (PROGRAM).

**Related documents:** None.



## Introduction

1. At its 313th Session (March 2012), the Governing Body examined the *ILO programme implementation 2010–11*.<sup>1</sup> While acknowledging the progress made in the assessment and reporting of results achieved by ILO programmes within a results-based management framework, the Governing Body requested the Office “to continue reviewing its measurement and reporting procedures” and “to ensure future reports on programme implementation ... made clearer recommendations ... so as enable the Governing Body members to focus on progress against key performance measures, including outcomes and qualitative measures”.<sup>2</sup>
2. Pending a thorough review of the outcomes and performance indicators in the next Strategic Policy Framework beyond 2015, the Office has chosen to pilot test revised requirements to enhance the quality of results reporting. This paper provides sample information to illustrate the nature and scope of these requirements, based on the findings of a pilot exercise conducted by the Office in the fall of 2012.

## Nature and scope of improved performance information

3. The aim of the pilot exercise was to test the feasibility and pertinence of revised reporting requirements. The exercise involved four outcome teams at headquarters. Each team undertook a review of the performance assessment and reporting, including, first, an orientation on the new requirements followed by an analysis by the teams of the results delivered, as well as a peer review and quality assurance. The new requirements were applied as if the assessment for the biennium 2010–11 was due.
4. The new requirements are meant to capture more systematic information on the quality of the results achieved, along with clear evidence of the contribution of the Office, at different levels, to the achievement of outcomes, and ultimately to the progress towards the ILO’s strategic objectives. This would also clarify the attribution of results ensuing from ILO actions. The table below summarizes these requirements.

<sup>1</sup> GB.313/PFA/1 and GB.313/PFA/1(Add.).

<sup>2</sup> GB.313/PFA/PV/Draft.

## Overview of additional requirements

	RATIONALE	ASSESSMENT
<b>Overall progress made in member States</b>	Contextual data on recent trends, and remaining challenges for progressing towards the achievement of the four strategic objectives.	Factual data on overall progress made and challenges to be addressed by region in the areas covered by the strategic objectives.
<b>Most significant outputs delivered by the ILO</b>	Evidence on the relevance and usefulness of ILO programme delivery.	Information on the most significant global, region or country products and services delivered by the Office, along with a brief elaboration on the observed effect or benefit.
<b>Contribution to country results</b>	Evidence on the effectiveness of ILO support to the achievement of results in member States.	Information on the nature of ILO support (what has been delivered by the Office) and information on the extent to which this support has produced the results reported as an achieved target against stated measurement criteria.

5. Selected examples to illustrate the nature and scope of the information compiled following the abovementioned requirements are provided in the appendix.

## Conclusion

6. The pilot exercise confirmed the value added of the approach highlighted above to support a better understanding of the achievements resulting from ILO actions. The Office intends to apply such an approach in preparing the *ILO programme implementation 2012–13* with a view to providing more detailed reporting on the achievement of results under each outcome.

Geneva, 5 February 2013

## Appendix

### Illustrative examples of improved performance information

#### (a) *Overview of overall progress in member States by strategic objective*

Table 5 in the Programme and Budget proposals for 2014–15 provides an example of the nature and scope of the information that would be presented in relation to this matter.

#### (b) *Global products*

Most significant outputs	Observed effect or benefit
Database on conditions of work and employment laws further expanded, with information available for 150 member States and Global Wage database developed with data available for 122 member States.	The Global Wage database confirms the ILO as a worldwide clearinghouse on wage statistics. This directly supports policy development work, for instance on minimum wage-fixing in countries. The legal database also provides a one-access point to information on legislation on working time, minimum wages and maternity protection.
Training on wage policies delivered to 264 participants from 28 member States through the International Training Centre in Turin (Turin Centre).	Global training courses on building effective wage policies were conducted in collaboration with the Turin Centre, along with regional training courses in both Turin and the regions and tailor-made training on demand at the national level. These courses further developed a global network of wage specialists and reinforced constituent capacity to design effective wage policies.
Women Entrepreneurship Development: A training package specifically designed for the needs of women entrepreneurs was adapted and translated to be introduced in more member States.	A total of 25 member States used the package and 60,000 women entrepreneurs were reached, leading in many instances to an observed increase in sales and profits. An impact study conducted in the Lao People's Democratic Republic showed that monthly profits of women-led enterprises increased by 50 per cent and their sales multiplied by four after having taken the training.

**(c) Country results**

<p><b>Indicator 5.1:</b> Number of member States in which tripartite constituents, with ILO support, adopt policies or implement strategies to promote improved or more equitable working conditions, especially for the most vulnerable workers.</p> <p><b>Measurement</b></p> <p>To be counted as reportable, results must meet at least two of the following criteria:</p> <ol style="list-style-type: none"> <li>1. A national plan of action is adopted by the tripartite constituents covering key priorities on working conditions, including for the most vulnerable workers.</li> <li>2. New or modified legislation, regulations, or policies, or national or sectoral programmes, are adopted to improve working conditions, including for the most vulnerable workers, in one or more specific areas: maternity protection, work–family reconciliation, domestic work, working time and work organization.</li> <li>3. An information dissemination or awareness-raising campaign on improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work–family reconciliation, domestic work, working time and work organization.</li> <li>4. A training strategy for improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work–family reconciliation, domestic work, working time and work organization.</li> </ol>			
Country/Country Programme Outcome (CPO)	Measurement criteria	Result achieved	ILO contribution
<p><b>Lebanon/LBN151:</b> Rights at work protected for domestic workers through the development and enforcement of legislative and policy in line with international labour standards</p>	2, 3	<p>The Ministry of Labour (MoL) adopted and disseminated a unified contract for migrant women domestic workers. The MoL endorsed a booklet on the duties and rights of domestic workers, disseminated to community leaders through an information campaign.</p>	<p>Technical support provided to the MoL for both the drafting and implementation of the unified contract for domestic workers. Substantive ILO comments on the draft legislation were incorporated into the final contract and additional ILO assistance was requested to further align the contract with international standards in 2012–13.</p> <p>Data, drafting and editing assistance were additionally provided to the National Steering Committee for the Protection of Migrant Women Domestic Workers for the development of the rights booklet. ILO inputs were extensively used to shape the final approach and content of the guide.</p>

**Indicator 5.2:** Number of member States that, with ILO support, strengthen their institutional capacity to implement sound wage policies.

**Measurement**

To be counted as reportable, results must meet at least one of the following criteria:

1. A mechanism for the monitoring and collection of wage data is established or strengthened to expand or improve the availability of data on average wages, the wage share, or wage inequality, or other new wage indicators.
2. Legislation, regulations, or policies are adopted that improve minimum wages (national or sectoral), whether established via statute or through collective bargaining.
3. Specific measures to improve wage setting are implemented in either the public or private sectors, such as the establishment or revitalization of a tripartite body at national level or other wage bargaining mechanisms, operating at different levels.
4. A group of wage experts, trained as part of a capacity-building programme established by the ILO, is employed by the Ministry of Labour or employers' or workers' organizations, or academic institutions dealing with wage policy matters.

Country/Country Programme Outcome (CPO)	Measurement criteria	Result achieved	ILO contribution
<p><b>China/CHN153:</b> Collective bargaining machineries strengthened and wage policy framework is further improved with a view to ensuring equitable distribution of fruits of economic development</p>	<p><b>2</b></p>	<p>The Government developed policy measures to ensure better coordination between provinces in minimum wage fixing and improve the enforcement of minimum wages. These policy initiatives were reflected in the newly adopted Five-Year Economic Plan (12th Plan, 2011–15), which aimed at reducing inequality and improving income for the poor, thereby boosting domestic demand.</p>	<p>The ILO and the Ministry of Human Resources and Social Security (MOHRSS) jointly commissioned a number of academic studies and organized a series of tripartite workshops which focused on: (1) wage regulation; (2) the minimum wage system, and (3) the creation of favourable environments for collective bargaining. Results from the wage-related workshops were incorporated into the new Five-Year Economic Plan (particularly in regard to minimum wages) and are also being used as a basis for social dialogue on new policies related to collective bargaining. Subsequent to the work completed in 2010–11, China has requested additional assistance to further improve its wage-related policies in 2012–13.</p>