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THIRTEENTH ITEM ON THE AGENDA

Report of the Director-General

First Supplementary Report: Update on the internal reform

Purpose of the document

Report on progress made in respect of the implementation of the internal reform agenda.

Relevant strategic objective: Cross-cutting.

Policy implications: More effective use of human and financial resources to serve the needs of Members.

Legal implications: The application of relevant ILO rules and regulations in implementing the reform measures.

Financial implications: None.

Follow-up action required: None.

Author unit: Office of the Deputy Director-General for Management and Reform (DDG/MR).

Related documents: ILO Declaration on Social Justice for a Fair Globalization, and the accompanying resolution on strengthening the ILO's capacity to assist its Members' efforts to reach its objectives in the context of globalization, International Labour Conference, 97th Session; Geneva, 2008, GB.317/INS/12/2; GB.320/PFA/13; GB/322.POL/6.

Introduction

1. The reform process continued to follow the path set out in the Office Plan for Action on Implementing the Reform Commitment of October 2012. It also continued to be conducted in a spirit of openness and transparency, with the participation and engagement of staff. Earlier action had focused on the overall restructuring of headquarters, the operations of the Policy Portfolio and certain dimensions of the Management and Reform Portfolio. Since November 2013 there has been a process of consolidation of those structures and working methods. The process of team building, prioritization and more coherent resource allocation is gradually taking root.
2. A major thrust since the last update in November 2013 has been the field reform. Related information, as well as developments in the area of communications and administrative services, are provided in this paper. Reforms in the area of human resources management have also advanced and are presented in the paper GB.322/PFA/1.

Field operations and structure

3. The overall aim of the exercise is to strengthen the capacity of the Office to deliver quality services to constituents based on coherent and integrated ILO action contributing to the overall reform effort and enabled by it.
4. The Field Review Team, established in May 2013, reported to the Director-General in December 2013 as foreseen, and the corresponding report was made available to constituents. Following the discussion of the report at a meeting of the Global Management Team (GMT) in January 2014, the Director-General announced a series of decisions on 17 March 2014. These focused on working methods and processes, cooperation and clarification of roles and responsibilities. Decisions on the field reform addressed four broad areas, namely: improving our strategic management and programming; delivering quality services to constituents; investing in our people; and improving our presence and partnerships.
5. A small Implementation Support Team was set up, with representatives from headquarters and the regions. On 18 September 2014, drawing on its findings and again based on a consultative process, the Director-General announced a number of key deliverables that would give effect to the decisions taken earlier in the four broad areas, with a timetable to full implementation, including responsibilities for each element. A first stocktake by senior management is scheduled for January 2015.
6. *Improving our strategic management and programming:* The deliverables under this objective will permit integrated and effective resource management. They include provision in the Programme and Budget for 2016–17 for a single programming framework for all programmable funding sources, with resources linked to outcomes, and within outcomes to specific global, regional and country results. This framework will also support the goal of achieving greater focus and improving monitoring and reporting ability. Other measures include: the decentralization of extra-budgetary technical cooperation projects to the regions as the preferred option; a strategy for developing a small number of large flagship programmes with high-impact potential, set within the framework of a revised technical cooperation strategy; and revised methodologies and tools to strengthen and support the appraisal, design and monitoring of Decent Work Country Programmes.
7. *Delivering quality services to constituents:* A key measure is the clarification of certain major roles and responsibilities. Clear distinctions are made between the implementation

responsibilities of ILO country directors and those of Decent Work Team (DWT) directors, and the technical support responsibilities of departments and specialists at headquarters, while also identifying the specificities that apply to employer and worker specialists. At the same time, the notion of global ILO technical teams is introduced as a means to forge strong communities of practice among specialists working in similar fields and posted in different locations. Similar teams will be established for common issues, such as relations with United Nations (UN) country teams and ILO technical assistance to fragile States.

- 8.** *Investing in our people:* A major line of action addresses the need for greater geographical and functional mobility of ILO Professional staff. This gives effect to the decisions reached by the Governing Body in March 2014¹ and the new recruitment and selection procedure. Mobility of Professional staff will apply especially to movements of staff between headquarters and the regions and between regions. At the same time, opportunities for functional mobility and for short-term detachments that meet specific Office needs, while offering new experience to all staff, will be supported and encouraged. Consultations with the Staff Union are being held to enable these changes to be introduced from January 2015. Another focus is strong investment in capacity building and skills development for staff. One set of activities will be oriented towards current and potential managers in the regions, with a particular focus on the requirements of new competencies and job descriptions for country office and DWT directors. Induction training for all new ILO staff, which has already started, will be sustained.
- 9.** *Improving our presence and partnerships:* One set of actions focuses on the delivery of ILO services to constituents as part of UN teams, with proposals for strengthening ILO cooperation in One UN, especially with UN country teams, and this includes the definition of a policy on ILO participation and presence in countries where it is not a resident agency. Provision is made for action to strengthen and support engagement with regional and subregional institutions. A number of actions are designed to assure an appropriate and effective ILO presence in the regions. For example, the need to respond to evolving technical requirements is acknowledged, with provision made for adjustments to the size and composition of DWT based on proposals from the respective regional directors.
- 10.** Overall, there were extensive deliberations about the implementation process, not only to determine what should be done, but also how, by whom and in what time frame. The intention is to ensure systematic follow-through so that the changes are introduced and effective by a certain date. This has been a constant feature of the reform effort since its inception in October 2012.
- 11.** The Deputy-Director General for Field Operations and Partnerships is charged with the responsibility of overseeing the implementation of these reforms within the agreed deadlines and the aim is for all proposals to be well into implementation by the end of 2015.
- 12.** The measures being introduced will have far-reaching effects on the interaction between the regions and headquarters. In that sense this is a global reform, touching as much on headquarters as on the regions. It is a further step in making One ILO a tangible reality capable of exercising real influence.
- 13.** There will be some start-up budgetary costs associated with the reforms, but they do not represent additional costs as they involve changes to current practices and can be absorbed within the existing budget. This is consistent with the principle of cost neutrality that has guided the reform. However, the changes are expected to lead to significant increases in

¹ See GB.320/PFA/13.

the effectiveness and quality of ILO services. By implication this will lead to higher value per dollar expended.

Communications

14. The Office-wide internal communication strategy, endorsed by the Senior Management Team, is being implemented and staff are already beginning to see a difference. A new landing page for the Intranet at headquarters, including the ability to stream video, is being tested. This new channel for communicating internally was used to good effect at the International Labour Conference in June 2013 when a video series was able to showcase ILO colleagues at all levels working as one to assure an efficient and successful Conference session. *Inside*, the internal ILO e-newsletter, continues to enjoy high levels of readership and an increasing number of staff contributors. The ILO Reform Intranet site is being updated regularly with plans for progressive improvement.
15. Regular town hall meetings, accessible to all staff, led by the Director-General and Deputy Directors-General, have provided opportunities to engage colleagues on key aspects of the reform. Managers are expected to lead similar processes in their respective units. An internal communications dimension is being systematically built in to all major initiatives.
16. A global communications strategy, building on the recommendations of the communications review, is being developed in consultation with senior management and the regions. The strategy sets out how the communications function, as part of the broader ILO advocacy effort, will contribute to greater ILO influence by increasing the relevance, profile and engagement of the ILO. A set of key performance indicators has been established to evaluate progress made under the strategys' objectives and a communications "dashboard" report will be shared with senior management four times a year.
17. The Department of Communication and Public Information (DCOMM) has strengthened its support to policy departments through the development of targeted public awareness campaigns. Meanwhile, broader "communications for development" approaches continue to be integrated into area of critical importance (ACI) workplans.
18. The DCOMM collaborative space has been established as the strategic planning hub for ILO communication staff in all regions. All officials can access the global calendar, message bank, tools and documents designed to help ensure consistent and coordinated ILO communication around organizational goals and priorities. The site is being updated constantly and new features in this reporting period include a dedicated section on the ACIs, and a detailed template and guidance for developing specific communication strategies for individual ACI topics.
19. The redesign of the ILO public website to respond automatically to different screen formats, including full mobile and tablet access, is continuing and expected to be completed by the end of 2014. The introduction of new functionalities will render the site compliant with standard accessibility guidelines. The underlying IT systems have been upgraded to ensure a seamless integration of the Internet with the ILO's flagship applications, such as NORMLEX, ILOSTAT, LABORDOC and the ILO Knowledge Management Gateway.

Administrative services

20. A comprehensive programme is being developed for the review and redesign of current administrative processes, with the objective of determining the most efficient and effective service delivery models. The scope will include workflows and processes within, and between, headquarters and the field. The reviews will focus on high-volume processes where improvements will result in the greatest overall benefit to the Office. Success will be defined as lower costs, improved responsiveness and more efficient and effective services.
21. An internal working group has been formed to develop an end-to-end policy on ILO publications. This builds on previous work and will include all aspects of the publications cycle, including what the ILO publishes, quality control mechanisms, the publishing format and the associated internal business processes and compliance mechanisms.

Conclusion

22. The implementation of the reform agenda is now fully focused on operations. Transparency, teamwork, effectiveness and responsiveness will remain the keys to success for reforms that are primarily about methods of work and organizational culture. The implementation of the decisions on the Field Operations Review will be complemented by administrative services reviews aimed at ensuring that new ways of delivering services to constituents are supported by efficient and effective management systems and administrative processes. This phase of the reform agenda is about making the best use of the ILO's human and financial resources to provide coherent solutions to the challenges confronting tripartite constituents.