



## Governing Body

329th Session, Geneva, 9–24 March 2017

GB.329/INS/3/2

Institutional Section

INS

Date: 20 February 2017

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THIRD ITEM ON THE AGENDA

### Matters arising out of the work of the 105th Session (2016) of the International Labour Conference:

#### Follow-up to the resolution concerning decent work in global supply chains: Roadmap for the programme of action

**Purpose of the document**

This document presents a roadmap for the implementation of the programme of action on decent work in global supply chains, as requested by the decision of GB.328/INS/5/1(Add.1).

**Relevant strategic objective:** All.

**Main relevant outcome/cross-cutting policy driver:** Outcome 4: Promoting sustainable enterprises and Outcome 7: Promoting workplace compliance through labour inspection.

**Policy implications:** The roadmap for the Programme of Action will guide the Office's work in the area of decent work in global supply chains for the period 2017–21. It will shape the assistance provided to constituents by the Office and the wider role of the Organization in the area of decent work in global supply chains.

**Legal implications:** None.

**Financial implications:** Yes.

**Follow-up action required:** Yes.

**Author unit:** Office of the Deputy Director-General for Policy (DDG/P).

**Related documents:** GB.328/INS/5/1 and Resolution and Conclusions contained in the Reports of the Committee on Decent Work in Global Supply Chains: Resolution and conclusions submitted for adoption by the International Labour Conference, 2016.



## Roadmap of the ILO programme of action 2017–21

### Introduction

1. The Governing Body discussed in October 2016, GB.328/INS/5/1 the *Follow-up to the resolution concerning decent work in global supply chains: ILO Programme of action 2017–21* and requested the Office to:
  - (i) revise and modify the programme of action taking into account the comments made by the Governing Body;
  - (ii) provide a roadmap for the programme of action with more concrete and prioritized areas of action for discussion at the 329th Session (March 2017) of the Governing Body.
2. The revised programme of action has been made available as [GB.328/INS/5/1\(Add.1\)](#).

### Structure of the programme of action (the programme) within the ILO

3. The programme of action is a coordinating framework for all the ILO's work on decent work in global supply chains (GSCs). It will provide a focused and targeted "One ILO" approach to address decent work in GSCs.
4. Existing flagship programmes, other development cooperation projects, activities and research projects that address GSCs will contribute to the programme, regardless of whether they operate at country, regional or global levels. New projects and activities will be developed to fill the gaps. To this end, a timeline of the proposed activities is presented in the attached workplan (Appendix I).

### Theory of change underpinning the Programme of Action for Decent Work in GSCs

5. The programme, anchored in the core pillars of the Decent Work Agenda, aims to create change in a number of critical areas over a period of five years (2017–21), based on the analysis of the current situation within GSCs as described by the conclusions of the 105<sup>th</sup> Session of the International Labour Conference (2016) concerning decent work in global supply chains (Appendix II, box: The current situation). Interventions to address the situation will occur in five areas of action: (1) knowledge generation and dissemination; (2) capacity building; (3) effective advocacy for decent work in GSCs; (4) policy advice and technical assistance; and (5) partnerships and policy coherence<sup>1</sup> (Appendix II, box: The Intervention). The programme's critical technical components were identified by the conclusions in June 2016 and endorsed by the Governing Body in November.<sup>2</sup> The attached roadmap streamlines these components to eliminate duplication or lack of

<sup>1</sup> [GB328/INS/5/1](#).

<sup>2</sup> [ILC.105/PR/14-1](#), paras 22–23.

coherence; adds concrete steps to show how the programme will achieve the components; and organizes the components according to the logic among the five areas of action in order to prioritize them. The theory of change assumes that if the programme undertakes the actions as reflected in the five areas of action, changes will occur in the situation described by the ILC conclusions (Appendix II, box: Critical assumptions) and the impact and results will follow (Appendix II, box: Changes). Collectively, these changes will contribute to a reduction in decent work deficits in GSCs (Appendix II, box: The future situation) (see Appendix II for illustration).

## Measuring progress of the programme

6. The Governing Body, in November 2016, advised the ILO to focus on benchmarks which could measure progress of the programme on GSCs. In line with the theory of change, it is proposed to measure progress in each of the critical assumptions (see Appendix II).

## Roadmap for 2017–18

7. As advised by the Governing Body in November 2016, the Office will prioritize the first two areas of action in 2017–18, knowledge generation and dissemination and capacity building. Selected catalytic elements from the other three areas of action will begin to ensure smooth progress over five years and to ensure logical sequencing among the five areas of action. The following steps in the roadmap are suggested in order to move through the stages of the theory of change and to achieve the desired results.

### 8. *Specific steps:*

- Evidence-based selection of specific (maximum four) sectoral GSCs in April 2017.
- Mapping of those supply chains from primary producers (countries) to end users (consumers).
- Identification of a number of countries (together with ILO Regional Offices) where the country-level activities of the programme will take place. Criteria to be used are:
  - Countries where evidence suggests significant decent work deficits in the sector.
  - Countries with a political commitment to work together with the programme.
  - Countries with strong and well-established ILO presence.
- Implementation of the ILO GSC research and knowledge agenda.
- Implementation of the ILO GSC capacity building components.
- Implementation of initial components from other areas of action in the programme.

## Roadmap for 2019–21

### 9. *Specific steps:*

- Mid-term stocktaking and continued implementation of all five areas of action.

- Preparation of a mid-term report (based on progress measurements) and presentation to the Governing Body in November 2019.
- Final consolidated assessment of progress of the ILO programme on decent work in GSCs, last three months of 2021.
- Preparation of final report and presentation to the Governing Body in October 2022.

## Intervention points

10. Although the programme targets decent work in GSCs, ILO action will take place both at the national level as well as at the international level. The programme will seek to understand how these interventions influence each other in order to maximize the outcome of the overall effort. For example, ILO action at enterprise levels in a particular GSC in a source country might yield important policy lessons for national policy-making; likewise, increased enforcement of laws at the national level will likely have an effect on compliance, including in relevant enterprises that are part of a GSC. In addition, strengthening government capacity will affect domestic enterprises as well as those that operate in GSCs.

## Management arrangements

11. The programme will be managed by the Office of the Deputy Director-General for Policy. A coordinating management team including representatives from the relevant technical programmes and departments, the International Training Centre of the ILO in Turin and selected country offices, as relevant, will be established. Each ILO Regional Office will nominate a designated GSC focal point.
12. A mid-term report will be presented to the Governing Body in October 2019 and a final report to the Governing Body in October 2022.
13. The programme will report its results through the Report of the DG about the ILO Programme Implementation report of the ILO programme and budget.

## Alignments

### *ILO programme and budget*

14. The programme contributes directly to the implementation of the ILO programme and budget in the following ways:

	Programme & Budget 2016/17	Programme & Budget 2018/19
Outcome 1	Indicators 1.3, 1.4, 1.5	Indicators 1.4 and 1.5
Outcome 2	2.2 and 2.3	2.1 and 2.2
Outcome 3	3.1 and 3.3 and indirectly 3.2	3.1, 3.2 and indirectly 3.3
Outcome 4	All three indicators	4.3 and three others indirectly
Outcome 5	All three indicators depending on link to GSCs	5.2 and indirectly others depending on link to GSCs
Outcome 6	Indirectly all three indicators	6.1 and indirectly 6.2 and 6.3

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Outcome 7	All three indicators	All three indicators
Outcome 8	All three indicators depending on link to GSCs	All three indicators depending on link to GSCs
Outcome 9	9.2	All three indicators depending on link to GSCs
Outcome 10	All three indicators (both workers and employers)	All three indicators (both workers and employers)
Outcome A	A2 and A3	All three indicators depending on link to GSCs

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All four cross-cutting policy drivers in the programme and budget for 2018–19 will be integrated throughout the programme, wherever relevant.

### ***The 2030 Agenda for Sustainable Development***

- 15.** Decent work is an important component of the 2030 Agenda for Sustainable Development. The programme will contribute to several of the Agenda’s goals and targets, including the global goals of promoting sustainable economic growth and productive employment (Goal 8), building inclusive and sustainable industries (Goal 9), reducing inequalities (Goal 10), ensuring sustainable production and consumption (Goal 12), and strengthening partnerships for sustainable development (Goal 17).

### **Draft decision**

- 16.** *The Governing Body requests the Director-General to take account of its guidance in implementing the roadmap for the programme of action on decent work in global supply chains during the period of 2017–21.*

# Appendix I

## Workplan

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Knowledge generation and dissemination	An evidence-based body of knowledge on improving the effectiveness of labour inspection and workplace compliance systems created for the Office to provide high-quality technical services addressing the governance gaps in GSCs (2.1)	<ol style="list-style-type: none"> <li>1. Compile and analyse current research on workplace enforcement and compliance strategies and systems in GSCs and, identify areas for further research</li> <li>2. Compile best practices that inform and support improvements in the effectiveness of workplace enforcement and, compliance strategies and systems in specific sectors</li> <li>3. Develop a web-based repository of proactive and strategic labour/OSH inspectorates' best practices</li> <li>4. Develop labour/OSH inspectorate networks or platforms to exchange expertise and experiences</li> </ol>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	A strategic review of the existing ILO development cooperation programmes in GSCs and related work carried out to: (1) understand the different methods and points of intervention of existing projects addressing GSCs and the different impacts that each can have on decent work deficits; (2) understand how to extend the reach and increase the scope of these impacts through upscaling, adaptations or complementary interventions; (3) explore how to implement	<ol style="list-style-type: none"> <li>1. Set up an inter-departmental team, under DDG/P, to coordinate the strategic review</li> <li>2. Identify relevant guiding policy and knowledge questions, and propose criteria to assess impact</li> <li>3. Evaluate development cooperation programmes in GSCs to understand how to extend their reach and impact through upscaling, adapting or other complementary interventions</li> <li>4. Document and disseminate the findings to inform policy guidance and programme formulation</li> </ol>			X	X	X	X	X	X	X	X	X	X								

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	interventions based on geography or by sector (4.1)																					
	Knowledge generated on: (1) the application of international labour standards (emphasizing equal opportunities and treatment for all women and men in, and eliminating discrimination based on, gender, race, ethnicity, indigenous identity and disability), by enterprises across their GSCs; (2) results and impact of social protection on the enterprises' social and economic performance; and (3) lessons learned from the Rana Plaza compensation scheme (6.5)	<ol style="list-style-type: none"> <li>1. Develop knowledge products including good practice compendiums and national engagement models</li> <li>2. Leverage global, regional and national forums to share and disseminate knowledge</li> <li>3. Share lessons learned through engagement-oriented platforms (networks and social media)</li> </ol>	X	X	X	X	X	X	X													
	Data on decent work in GSCs from external and internal sources discussed with the aim of promoting statistical coherence (8.1)	<ol style="list-style-type: none"> <li>1. Compile a preliminary list of existing and potential measurements at the national level, taking into consideration the relevant SDG indicators</li> <li>2. In consultation with constituents, identify an agreed list of key measurements in GSCs at the national level</li> <li>3. Conduct national level assessments of decent work in GSCs</li> </ol>					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Knowledge generated through research as well as drawn from empirical knowledge/lessons learned on how GSCs work in practice, including sourcing practices, how they vary by industry, how GSCs are different from domestic supply chains, what their impact is on	<ol style="list-style-type: none"> <li>1. Set up an inter-departmental team, under the DDG/P to ensure coherence across research products</li> <li>2. Generate and collect data on key aspects of decent work, trends, functions and dynamics of GSCs</li> <li>3. Do analysis based on the generated or collected primary and secondary data</li> </ol>			X	X	X	X	X	X												

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	decent work and fundamental rights (9.1)	4. Produce a coherent series of reports, research papers, policy briefs and guides for advocacy																				
	Technical assessment of private compliance initiatives and initiatives by key external actors such as UN organizations, OECD, G7, G20, and international trade and financial institutions, to promote decent work in GSCs (9.2)	1. Identify, compile and analyse key information of programmes and strategies of selected private compliance initiatives to promote decent work in GSCs 2. Identify, compile and analyse key information on programmes and strategies of key external actors to promote decent work in GSCs 3. Provide an analytical fit for ILO positioning, based on results for deliverable 4.1 4. Compile a good practice compendium on GSCs (to be used as content for a research and knowledge facility)	X	X	X	X	X	X														
Capacity building	The capacities of the tripartite constituents to promote relevant standards at the national, sectoral, regional and international levels are strengthened through innovative gender-sensitive training programmes on relevant Conventions (1.6)	1. Promote relevant Conventions and Recommendations through targeted capacity building for ratification 2. Provide policy and/or legal advice to support implementation of ratified Conventions at national level as well as in GSCs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	The capacities of the tripartite constituents, public institutions (in particular, labour inspectorates) and relevant private actors strengthened through innovative gender-sensitive training (2.5)	1. Develop toolkits and diagnostics to identify barriers to compliance in OSH, FPRW and social protection 2. Develop toolkits for strategic compliance plans for labour inspectorates in export-oriented sectors	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
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			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		3. Develop toolkits for national employers, MNEs and national enterprises 4. Provide technical support to constituents using the developed toolkits through existing and new development cooperation programmes																				
	The capacities of enterprises to comply with international fundamental labour standards improved by expansion of the e-campus on MNEs development and decent work, new training materials to improve social protection compliance, adding components on compliance to existing capacity-building programmes, and offering regular training courses for employers' and workers' organizations on decent work challenges and FPRW in GSCs (6.6)	1. Develop operational tools (resource kits, promotional and training materials) for governments, workers' and employers' organizations and MNEs on how to apply the principles of the MNE Declaration 2. Develop training materials to enhance employers' and enterprises' engagement in social protection policy debates 3. Design and offer regular training courses for employers' and workers' organizations on decent work challenges and FPRW in GSCs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Capacity building at the national level to generate data reflecting different constituents' concerns, disaggregated based on gender, ethnicity, indigenous identity and disability (8.2)	1. Organize workshops at the national level to present national level assessments (see 8.1) to key stakeholders (with national statistical offices and constituents) 2. Provide training to national statistical officers to measure, compile and disseminate key indicators based on gender, ethnicity, indigenous identity and disability							X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Effective advocacy for decent work in global supply chains</b>	A focused and integrated global effort to promote ratification and effective implementation of the fundamental principles and rights at work including	1. Strengthen and highlight the GSC component of relevant programmes and alliances, campaigns and networks	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
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			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	the enabling rights (Conventions Nos 87 and 98), through existing and new programmes, alliances, campaigns and networks: the IPEC+ flagship programme, Alliance 8.7 (joint UN campaign), the 50 for Freedom campaign, and the Child Labour Platform (1.1)	<p>2. Encourage governments, workers' and employers' organizations and enterprises to assess gaps regarding respect for FPRW in GSCs and identify priority actions towards ratification of fundamental Conventions</p> <p>3. Gather empirical evidence on the interrelated nature of all FPRW as the sustainable response to decent work violations, good case practices of enterprises promoting fundamental principles and rights at work</p> <p>4. Produce targeted advocacy materials and training programmes on GSCs for governments, particularly labour inspectorates, workers' and employers' organizations and enterprises, including MNEs</p>																				
	Promote ratification and effective implementation of the tripartite consultation – Convention No. 144 and Recommendations Nos 113 and 152 (1.2)	1. In line with The Hague Declaration on the Promotion of Workplace Compliance by Economic and Social Councils and Similar Institutions, support national tripartite social dialogue institutions to address the issue of decent work within GSCs, through data collection and national strategies, and involve the relevant private and public actors, notably in the framework of Convention No. 144	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Promote ratification and effective implementation of labour inspection Conventions Nos 81 and 129 and a package of key Conventions concerning wages, working time and collective bargaining (1.3)	<p>1. Promote Convention No. 129 as a key component of new sectoral programmes, training programmes and policy guidance materials</p> <p>2. Prepare a policy brief with a review of supervisory body comments on</p>		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		<p>Conventions Nos 81 and 129 to serve as a basis for advocacy materials</p> <p>3. Support national tripartite social dialogue institutions to identify priority actions towards effective implementation by labour inspectorates, employers' and workers' organizations of Recommendation, 2015 No 204 on the transition from the informal to the formal economy</p>																				
	Promote the ratification and effective implementation of ILO OSH standards, notably Conventions Nos 155 and 187 and Convention No.121 on employment injury benefits (1.4)	<p>1. Adapt promotional materials on ratification and implementation of Conventions Nos 155 and 187 to make them more relevant to GSCs</p> <p>2. Follow-up to the 2017 General Survey concerning occupational safety and health instruments with capacity-building support to constituents</p> <p>3. Develop promotional materials and advocacy initiatives on Convention No. 121</p>			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Promote the ratification and effective implementation of ILO Conventions concerning migration, notably Conventions Nos 97 and 143 (1.5)	<p>1. Include work on due diligence on the recruitment of migrant workers in the new MIGRANT recruitment project "Global Action to Improve the Recruitment Framework of Labour Migration" (related to Convention No. 181) and ensure coordination with the Fair Recruitment Initiative</p> <p>2. Promote the ILO Operational Principles and Guidelines for Fair Recruitment, particularly in the context of the new</p>			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X



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			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Knowledge development, policy advice and technical assistance on transition from informal to the formal economy (self-employed operating in the informal economy and employees holding informal jobs in GSCs in or for formal enterprises, or in or for informal economy economic units) in line with Recommendation No. 204 (2.3)	<ol style="list-style-type: none"> <li>Set up an inter-departmental team, under the direction of the DDG/P, conducting joint diagnosis reports on formalizing the informal economy, addressing compliance gaps, strengthening labour administration and inspection systems, and employment injury insurance compliance audit systems at both GSCs as well as national levels</li> <li>Document, measure and build on sound national experiences where workers' and employers' organizations and public and private social protection schemes expand coverage towards unrepresented, vulnerable and informal workers and businesses</li> </ol>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	New compliance models and application of strategic tools to establish or strengthen labour administration and inspection institutions, and to promote compliance, in particular the eight core labour standards across sectors heavily involved in GSCs (2.4)	<ol style="list-style-type: none"> <li>Provide policy advice and technical assistance for the development of new compliance strategies and programmes through labour inspection in exporting sectors using ILO tools and methodologies</li> </ol>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Practical intervention modules for policy advice and technical assistance to social partners, National Tripartite Social Dialogue institutions (NTSDI) and other key players such as MNEs, and GUFs engaged in national and cross-border social dialogue, will be integrated into the capacity component of the present programme of action (3.2)	<ol style="list-style-type: none"> <li>Develop research and background report in view of convening a meeting on cross-border social dialogue in 2018</li> <li>Organize the meeting and develop a Plan of Action and an implementation strategy</li> <li>Following the meeting, establish a cross-office team to coordinate and develop activities</li> </ol>		X	X	X		X	X	X		X	X	X		X	X	X		X	X	X

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			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		<p>4. Provide technical assistance to NTSDI to build their capacity in cross-border social dialogue</p> <p>5. Involve ACT/EMP and ACTRAV, to ensure informed policy and technical responses, and build linkages with MNEs, GUFs and other actors engaged in cross-border social dialogue and agreements</p> <p>6. Establish a cross-office team to address possible requests related to IFAs</p>																				
	Office support to home-host government dialogue as well as facilitation of company-union dialogue concerning the principles of the MNE Declaration (3.3)	<p>1. Upon adoption of the revised MNE Declaration by the Governing Body in March 2017, develop specific guidance and facilitation tools for the company-union dialogue facilitation service</p> <p>2. Develop promotional material and launch the company-union dialogue facilitation service</p>			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Explore adaptation and scaling up of the ILO's existing well-established development cooperation programmes active in GSCs (Better Work, SCORE and other relevant development programmes) with a view to developing integrated strategic frameworks for delivery of technical assistance to enterprises and workers at different levels across different sectors in the GSCs (4.2)	<p>1. Combine ILO service offerings to participant enterprises in the selected sectors for increased impact and efficiency</p> <p>2. Based on an evidence-based understanding of the industries and their needs, develop comprehensive approaches to capacity building along supply chains and PPPs</p> <p>3. Build and disseminate evidence to inform policies and programmes that create enabling conditions for sustainable enterprises and responsible supply chains</p>			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	New programmes developed to address decent work challenges in selected economic sectors heavily involved in supply chains (4.3)	<ol style="list-style-type: none"> <li>Under DDG/P direction, identify specific sectors to address decent work challenges through development cooperation</li> <li>Identify countries with significant decent work challenges in the selected sectors, in collaboration with the ROs.</li> </ol>																				
	Explore PPPs and how the ILO may engage with large corporates and MNEs to provide technical assistance and promote decent work to firms in their supply chains (4.4)	<ol style="list-style-type: none"> <li>Develop practical guidance for projects and programmes on the resource costs and benefits of PPPs, models of engagement, risk management, efficient targeting and partner engagement</li> <li>Review ILO trustee and technical advisory experiences under the ad hoc compensation arrangements</li> <li>Pilot formal engagement initiatives with MNEs in selected countries</li> </ol>																				
	Proposals presented to the Governing Body for a system and process with which the ILO can best provide expertise to the OECD National Contact Points upon request (5.3)	<ol style="list-style-type: none"> <li>Assess advisory and capacity-building needs of OECD National Contact Points</li> <li>Based on expressed needs, design and offer advisory and capacity-building services, together with Turin Centre</li> </ol>	X	X	X	X	X	X	X													

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			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Assessment of how existing ILO information on specific country situations, laws and regulations is currently made available, how to improve its accessibility and visibility for a broader audience and the resources needed <b>(6.1)</b>	<ol style="list-style-type: none"> <li>1. Assess accessibility of ILO repositories (for example databases and knowledge-sharing platforms) and services on specific country situations, laws and regulations, and of resources needed for accessibility improvements</li> <li>2. Use assessment findings to frame recommendations</li> <li>3. Develop, upgrade and promote tools, including a “one-stop shop”, to increase accessibility and visibility of ILO information for a broader audience, particularly, enterprises.</li> </ol>																				
	Enterprises supported in the development of social protection guarantees for their employees, design and implementation of national social protection schemes and to foster enterprises’ participation in the development and operations of national social protection systems, including floors <b>(6.4)</b>	<ol style="list-style-type: none"> <li>1. Commission research to understand the relationship between social protection and GSCs</li> <li>2. Support countries as part of the global flagship programme on social protection floors to adopt national social protection strategies, design and reform schemes and improve operations</li> <li>3. Enhance employer and company engagement in social protection policy debates through capacity building and knowledge exchange</li> </ol>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	An action plan to promote decent work in export processing zones (EPZs) initiated and implemented. The plan will be informed by research on the promotion of decent work in EPZs and may include the development of key social and environmental performance indicators for investment promotion	<ol style="list-style-type: none"> <li>1. Develop a background report for the Meeting of Experts on EPZs in 2017</li> <li>2. Organize the Meeting of Experts</li> <li>3. Design and implement the programme of action on EPZs guided by the outcomes of the meeting</li> </ol>			X	X	X															X

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																					
			2017				2018				2019				2020				2021					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	agencies, guidance on how to address the problems of application of international labour standards in EPZs through tripartite dialogue and following the CEACR comments related to EPZs, workshops to promote decent work for manufacturing workers in EPZs and collaboration with international organizations to provide policy advice and technical assistance on applying sustainable development models for EPZs (7.1)																							
<b>Partnerships and policy coherence</b>	Forum on decent work in GSCs convened by the ILO, with participation of constituents, including all relevant ministries, international organizations and other GSC actors (5.1)	<ol style="list-style-type: none"> <li>Host inter-agency working-level meetings to brief on the ILC conclusions on decent work in GSCs</li> <li>Prepare communications materials on decent work in GSCs (with annual updates)</li> <li>Convene a forum (conference) on decent work in GSCs to promote policy coherence</li> </ol>	X	X					X	X			X					X					X	X

Area of action	Deliverable <sup>i</sup>	Key activities	Time frame																			
			2017				2018				2019				2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Partnerships with international and regional organizations to advance decent work in GSCs explored and promoted, particularly with , UN organizations, OECD, G7, G20, the Vision Zero Fund, and international trade and financial institutions (5.2)	<ol style="list-style-type: none"> <li>1. Update mapping of existing multilateral initiatives and processes, as well as international frameworks related to GSCs – publish as a working paper and do annual revisions</li> <li>2. Review existing MoUs with relevant international organizations to assess the need for updates to include decent work in GSCs</li> <li>3. Assess the need for MoUs with relevant international organizations where they are not in place</li> <li>4. Organize bilateral consultations with international organizations and with their member states with a view to promote partnerships for decent work in GSCs</li> <li>5. Seek opportunities and participate actively at events organized by other relevant organizations to promote decent work in GSCs</li> </ol>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<sup>1</sup> Corresponds to the deliverables from GB.328/INS/5/1(Add.1), Appendix, Activity Matrix 2017–2021. Note: Some deliverables have been merged to avoid duplication.																						

## Appendix II

### Theory of change underpinning the Programme of Action for Decent Work in GSCs

#### The current situation

Global supply chains (GSCs) are complex, diverse and fragmented. They have contributed to economic growth, job creation, poverty reduction and entrepreneurship and can contribute to a transition from the informal to the formal economy. They can be an engine of development by promoting technology transfer, adopting new production practices and moving into higher value-added activities, which would enhance skills development, productivity and competitiveness. The positive impact of GSCs on job creation is important in view of demographic changes in terms of ageing, population growth and the increase of women's participation in the labour market.

At the same time, failures at all levels within GSCs have contributed to decent work deficits for working conditions such as in the areas of occupational safety and health, wages, working time, and which impact on the employment relationship and the protections it can offer. Such failures have also contributed to the undermining of labour rights, particularly freedom of association and collective bargaining. Informality, non-standard forms of employment and the use of intermediaries are common. The presence of child labour and forced labour in some GSCs is acute in the lower segments of the chain. Migrant workers and homeworkers are found in many GSCs and may face various forms of discrimination and limited or no legal protection. In many sectors, women represent a large share of the workforce in GSCs. They are disproportionately represented in low-wage jobs in the lower tiers of the supply chain and are too often subject to discrimination, sexual harassment and other forms of workplace violence. In addition, they lack access to social protection measures in general, and maternity protection in particular, and their career opportunities are limited. Export processing zones (EPZs) are not uniform and have very different characteristics. Decent work deficits are pronounced in a significant number of EPZs linked to GSCs. Governments may have limited capacity and resources to effectively monitor and enforce compliance with laws and regulations. The expansion of GSCs across borders has exacerbated these governance gaps.

**The intervention: *The ILO programme of action on global supply chains*:** To significantly reduce the decent work deficits in global supply chains through an integrated intervention model pilot-tested in selected industrial global value-chains organized around five areas of action: (1) Knowledge generation and dissemination; (2) Capacity building; (3) Effective advocacy in decent work in global supply chains; (4) Policy advice and technical assistance; and (5) Partnerships and policy coherence.

#### Critical assumptions (expected institutional capacity and behaviour after ILO interventions):

- Governments take action to deal with national challenges holding back ratification of international labour standards and their application.
- National labour administration and inspection systems provide effective services and enforce national laws.
- Effective national and cross-border social dialogue takes place.
- ILO development cooperation programmes and sectorial approaches to decent work in GSCs are scaling up and practical knowledge from enterprise levels is influencing national policy processes.
- Policy coherence on GSCs is developed among multilateral initiatives and strong international partnerships in support of ILO leadership on decent work in GSCs exists.
- Enterprises have access to comprehensive ILO country-level information for guidance on international labour standards and human rights due diligence.
- Dispute settlement mechanisms established and operational within the review process of the MNE Declaration.
- Sustainable development models applied in EPZs with a focus on FPRW.
- Strong research and knowledge base on key decent work data in GSCs established and used for policy advice and technical assistance.
- National capacity to generate key datasets on GSCs and ILO coordinates statistical data on GSCs in cooperation with authoritative forums.

#### Changes arising as a result of the ILO interventions:

- Ratifications and implementation of the ILO standards relevant to decent work in GSCs will increase (globally).
- Workers will have access to legal remedies, including in EPZs.
- Enterprises will increasingly comply with national laws.
- Governments will improve the rule of law and facilitate the transition from the informal to the formal economy.
- Independent and effective judicial systems will ensure that the implementation and enforcement of national labour laws will be stronger.
- Cross-border social dialogue will be effective and the ILO will support and facilitate, upon joint request from workers and employers.
- ILO flagship and development cooperation programmes relevant to the GSCs are reaching more enterprises and workers and will increasingly use their experience for policy advice at national levels.
- Global policy coherence will provide a clearer direction of the rule of the game on decent work in GSCs.
- Increased number of industrial cross-border labour disputes will be settled through the new mechanism under the MNE Declaration.
- OECD's National Contact Points will increasingly apply social and international labour standards.
- Enterprises will have access to a comprehensive set of information about country situations within their GSCs, laws and regulations and will increasingly apply labour rights due diligence in coherence with already existing international frameworks.
- Workers in EPZs will enjoy their fundamental labour rights and EPZs will increasingly apply sustainable development models.

#### The future situation

Decent work deficits are reduced in GSCs and opportunities for productive and decent jobs for women and men are created along the chains.

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