



Governing Body

329th Session, Geneva, 9–24 March 2017

GB.329/INS/3/1

Institutional Section

INS

Date: 21 February 2017

Original: English

THIRD ITEM ON THE AGENDA

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

Programme of work to give effect to the resolution on Advancing Social Justice through Decent Work

Purpose of the document

The Governing Body is invited to discuss and endorse the proposed programme of work to give effect to the outcome of the evaluation of the impact of the ILO Declaration on Social Justice for a Fair Globalization (Social Justice Declaration) (see the draft decision in paragraph 43).

Relevant strategic objective: All.

Main relevant outcome/cross-cutting policy driver: All.

Policy implications: Implications for the strategic plans of the ILO, the ILO Centenary Initiatives and ILO programme and budget proposals as well as related strategies, initiatives and guidance to give effect to the outcome of the evaluation of the Social Justice Declaration.

Legal implications: None at this stage.

Financial implications: None at this stage.

Follow-up action required: The proposed programme of work will be incorporated into existing and future ILO strategic plans, programmes and budgets and related supporting strategies, and the Office will implement it in a comprehensive and coordinated manner.

Author unit: Management and Reform, Policy and Field Operations and Partnerships portfolios.

Related documents: GB.329/INS/2; GB.329/INS/5; GB.329/INS/7; GB.329/LILS/7; GB.329/PFA/1; GB.329/HL/1; GB.328/PV/Draft; GB.328/INS/5/2; GB.328/INS/3; GB.328/INS/7; GB.328/INS/17/2; GB.328/PFA/1; the ILO Declaration on Social Justice for a Fair Globalization, 2008; and the resolution on Advancing Social Justice through Decent Work adopted by the Conference at its 105th Session (2016).

Introduction

1. The International Labour Conference evaluated the impact of the ILO Declaration on Social Justice for a Fair Globalization, 2008 (Social Justice Declaration) at its 105th Session (2016), and adopted a resolution on Advancing Social Justice through Decent Work (the resolution). The resolution requests the Director-General to “submit to the Governing Body, in March 2017, proposals for a programme of work to give effect to the outcome of the present evaluation, including specific deadlines and appropriate measurable targets and indicators”.¹
2. The present document summarizes the findings, key messages and calls for action in the resolution. It further describes the purpose, scope and areas of action of the proposed programme of work, which has been developed through extensive consultations across the Office and with constituents. The appendix lists concrete actions to give effect to the outcome of the evaluation with specific deadlines, targets and indicators, where appropriate.

A. The evaluation of the impact of the Social Justice Declaration: Findings, key messages and calls for action

3. The Conference noted that the Social Justice Declaration had served as a reference point for Members and as an overarching organizing framework for the ILO to provide support to its Members. The Social Justice Declaration was found to be “more relevant today than ever to address global, regional and national challenges and to have a decisive impact on the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)”.
4. The resolution constitutes a powerful tripartite endorsement of the Declaration and continued commitment to the Decent Work Agenda. Through the resolution the Organization and its tripartite Members have reaffirmed that the four strategic objectives – employment, social protection, social dialogue and tripartism, and fundamental principles and rights at work, with gender and non-discrimination also as cross-cutting issues – continue to be a highly relevant contemporary expression of the ILO’s mandate.
5. The resolution reiterates the principles of promoting the four inseparable, interrelated and mutually supportive strategic objectives in an integrated way, adapting efforts to the specific needs and circumstances of each country, and encouraging solidarity and cooperation among Members and fostering partnerships for policy coherence at national, regional and international levels. It underscores the critical importance of advancing an integrated approach to decent work by playing a full and more active role in the framework of the 2030 Agenda, and by better equipping the ILO for its second century in pursuit of the Centenary Initiatives leading up to and beyond the ILO centenary in 2019.
6. The resolution further acknowledges that “Members have faced complex choices in prioritizing their efforts to advance decent work in an integrated way”. In this regard, it calls for strengthened efforts by the Organization, the Office and the tripartite constituents to achieve the full potential of the Social Justice Declaration.

¹ The [resolution](#), para. 17(c)(iii).

7. When it comes to actions by Members, in addition to those outlined in Part II.B of the Social Justice Declaration itself, the resolution calls on member States to:
- (a) mainstream the Decent Work Agenda in the implementation of the 2030 Agenda, including in national and regional strategies for sustainable development;
 - (b) step up action with a view to achieving progressively the ratification and implementation of the fundamental and governance Conventions;
 - (c) promote policy coherence across ministries and integrate decent work into national policies. These efforts could include, where appropriate, effective consultations among concerned ministries and with social partners; and
 - (d) promote sustainable enterprises.
8. The Conference further calls upon the ILO to make the best use of all its means of action to effectively assist its Members in the following six areas: (i) standards system; (ii) recurrent discussions; (iii) strengthening the results-based framework and Decent Work Country Programmes (DWCPs); (iv) institutional capacity building; (v) research, information collection and sharing; and (vi) partnerships and policy coherence for decent work.

B. Purpose and scope of the proposed programme of work

9. The realization of the full potential of the Social Justice Declaration relies on concerted and coordinated efforts by the Organization, its Members and the Office. The purpose of the proposed programme of work is to give effect to the outcome of the evaluation and to promote joint efforts by the ILO and its Members to achieve the full potential of the Social Justice Declaration.
10. The programme of work is structured around the action-oriented elements outlined in the resolution, and in particular the six abovementioned areas of action by the ILO, which will be pursued in an integrated and comprehensive manner. It further takes into account the commitments, guiding principles and strategic direction set out in the resolution, which must inform all ILO action and Members' efforts in the coming years. The appendix provides an overview of all of the proposed actions by the Office and the Governing Body to assist Members in their ongoing and new efforts to give effect to the outcome of the evaluation. The overall approach to implementing these actions is described in section C below.
11. The proposed programme of work builds on the ongoing work of the ILO to advance social justice through decent work. This includes, for instance, the promotion of sustainable enterprises as a means to generate productive and decent employment that contributes to poverty reduction and sustainable development, as well as the ongoing support to Members' efforts towards ratification and implementation of standards, progressively increasing coverage of each of the strategic objectives. Going forward, a majority of the actions called for in the resolution has been or will be incorporated into existing and future ILO strategic plans, programmes and budgets and related strategies, as well as the seven Centenary Initiatives and the process of continuous improvement of ILO management spearheaded by the Business Process Review.
12. The Governing Body and the Office have already taken concrete steps to give effect to the actions called for in the resolution, including, but not limited to: (i) the adoption by the Governing Body in November 2016 of a shorter cycle of recurrent discussions;² (ii) the

² See [GB.328/INS/5/2](#) and [GB.328/PV/Draft](#), para. 102.

endorsement of the ILO's Strategic Plan for 2018–21 that follows up on the evaluation of the impact of the Social Justice Declaration;³ and (iii) the decision to make use of the 2017, 2018 and 2019 March Governing Body sessions as a platform for tripartite discussion of the ILO contribution to annual reviews of decent work-related themes and Sustainable Development Goals (SDGs) by the United Nations High-level Political Forum on Sustainable Development (HLPF).⁴

13. In this context, the proposed programme of work provides an overview and framework for coordinating and informing ongoing activities and new actions to advance decent work in a coherent and complementary manner. The new strategies and actions set out in the appendix supplement the ILO's Strategic Plan for 2018–21, and provide guidance for the planning and implementation of upcoming programmes and budgets as well as for the implementation of the seven Centenary Initiatives.
14. In light of the time span of the next cycle of recurrent discussions, the time frame for the programme of work is proposed to be from March 2017 to December 2023. However, most of the actions are pragmatically set out to be achieved by 2021, and particularly during the period leading up to the ILO Centenary in 2019. This leaves space for adjustments in light of the outcome of the Conference to mark the centenary in June 2019 and of the mid-term review of the programme of work, which is proposed for November 2019 (see paragraph 42 below).

C. Priority areas for action by the ILO

Standards system

15. The resolution highlights that “more work is needed to improve the implementation and ratification of standards” and recognizes that “the ILO is enhancing its work on standards policy, notably through the Standards Initiative”. It places emphasis on the coordination between recurrent discussions and the outcomes of the Standards Initiative, including by exploring options for making better use of article 19, paragraphs 5(e) and 6(d), of the Constitution.⁵
16. This priority area for action should be considered in close relation with the other three priority areas of action with an explicit standards-related component.⁶ Establishing actionable linkages between the standards-related components of these four priority areas is key in ensuring that actions at the institutional and policy levels and actions taken by member States are mutually reinforcing.
17. The Standards Initiative comprises two components: the Standards Review Mechanism and the consolidation of tripartite consensus on an authoritative supervisory system. A number of steps have already been taken to give effect to the resolution in the context of the

³ See [GB.328/PFA/1](#).

⁴ See [GB.328/PV/Draft](#), para. 130.

⁵ These provisions concern the submission of reports by Members, at the request of the Governing Body, to show the effect given to unratified Conventions and Recommendations and state the difficulties which prevent or delay the ratification of the Convention(s) in question.

⁶ The three priority areas of action are: 15.2 (recurrent discussions); 15.6 (partnership and policy coherence for decent work); and C (action by member States, para. 16).

implementation of the Standards Initiative. The coordination between recurrent discussions and the outcomes of the Standards Initiative will continue under the new five-year cycle of recurrent discussions on the basis of the decisions to be taken by the Governing Body in particular on the implementation of the Standards Initiative.

18. In particular, the ongoing process of consolidating tripartite consensus on an authoritative supervisory system may consider, among other issues, the options for a better use of article 19, paragraphs 5(e) and 6(d), of the Constitution, taking into account the need to ensure that future steps would not increase the reporting obligations of member States.⁷

Recurrent discussions

19. As called for in the resolution, the Office submitted detailed proposals relating to the modalities of recurrent discussions to the November 2016 session of the Governing Body, which adopted a new five-year cycle for recurrent discussions with the following sequence of strategic objectives: social dialogue and tripartism in 2018; social protection (social security) in 2020; employment in 2021; social protection (labour protection) in 2022; and fundamental rights and principles at work in 2023.
20. The Governing Body also provided guidance to the proposed framework for recurrent discussions, and requested the Office to prepare a revised framework for deliberation and adoption at its November 2017 session. The framework will cover, inter alia, the preparation of the Office report for recurrent discussions; the organization of recurrent discussions at the Conference; the outcome of recurrent discussions and its follow-up; and the linkages and synergies between General Surveys and recurrent discussions. The purpose of the framework is to better focus recurrent discussions and to ensure that they are grounded in current realities and challenges of Members, to assess the results of ILO activities in respect of the strategic objectives, and inform ILO strategic planning, programme, budget and other governance decisions.
21. The Office will prepare and submit to the November 2017 Governing Body session a revised framework for effective functioning of future recurrent discussions, and will commence to apply the framework in its preparation of the recurrent discussion for the 107th Session of the Conference (June 2018).

Strengthening the results-based framework and Decent Work Country Programmes

22. The Office and the Governing Body have already taken steps to strengthen the results-based framework and DWCPs as called for in the resolution. The ILO's Strategic Plan for 2018–21 is firmly grounded in the Social Justice Declaration and the resolution, and its progress in implementation will be tracked in light of the principles and policies contained in these two instruments. The next programme implementation report will be used as a vehicle to review the Programme and Budget for 2016–17, framed in light of the Social Justice Declaration and the resolution.
23. The programmatic proposals through which the strategic plan will be translated into action, as set out in the Programme and Budget proposals for 2018–19, contain an improved results framework, conducive to assessing the results of ILO action and its contribution to the achievement of the four strategic objectives in an integrated manner. In an effort to

⁷ GB.329/INS/5.

continuously improve the ILO's results framework, results at the outcome level have been linked to specific global SDG indicators which measure impact. These are indicators for which the ILO is the custodian agency. Efforts will continue to be made to strengthen member States' capacity to monitor and evaluate progress towards relevant SDG targets, including through indicators identified at the national level. Notwithstanding the need to maintain consistency and coherence in the results framework over the strategic plan period 2018–21, in preparation for the Programme and Budget proposals for 2020–21, the Office will further review and, if appropriate, improve its results framework, including in terms of drawing on good practices from other organizations.

- 24.** In responding to the call for better assessing results of how the ILO's programme and budget has contributed to advancing decent work in an integrated manner, it is proposed to integrate the current reporting on policy outcomes⁸ within the framework of the four strategic objectives. Policy outcomes could be identified as either directly or indirectly contributing to the implementation of each of the four strategic objectives, and be organized into four items corresponding to each of the strategic objectives to be reviewed by the Governing Body in its two March and two November sessions in the biennium concerned. Reporting on progress on the plans of action requested by the Conference and endorsed by the Governing Body for the corresponding strategic objective could be coordinated or, where appropriate, integrated into the consolidated reporting. This would lead to a more streamlined, strategic and coherent approach to reporting on policy outcomes to the Governing Body, and foster improved coordination across and between policy outcomes in an integrated pursuit of the four strategic objectives. Detailed proposals for the integrated outcome policy reporting will be developed and submitted to the November 2017 Governing Body session, with the aim of piloting it in the 2018–19 biennium.
- 25.** New ILO guidance on DWCPs, which was developed and finalized in light of the resolution, is being used to develop new DWCPs in all regions. Going forward, the Office will systematically apply the Quality Assurance Mechanism for DWCPs so that they can be assessed in terms of the degree to which they comprise integrated and balanced strategies to promote all strategic objectives and the cross-cutting issues, in the context of the specific priorities identified by the national tripartite constituents. These new DWCPs will be overseen by tripartite steering committees or similar forums to ensure greater ownership and, ultimately, to increase impact. They will be better aligned with the new generation of United Nations Development Assistance Frameworks (UNDAFs) or equivalent planning frameworks at the country level, national sustainable development strategies and the 2030 Agenda. In this regard, the Office will develop new capacity-building tools for ILO staff and constituents to enable them to play a stronger role in the design, monitoring, review and evaluation of new DWCPs.
- 26.** Furthermore, the Office will submit to the November 2017 Governing Body session a new evaluation policy, followed by an evaluation strategy for 2018–21 to give effect to the findings and lessons learned from the recently completed independent evaluation of the ILO's evaluation function.⁹ Improving the evaluation and accountability culture will remain a priority and warrants closer engagement with and strengthening the capacity of governments and social partners.

⁸ On 17 November 2015, the screening group proposed to include in the agenda of each spring and each autumn Governing Body session of the 2016–17 biennium the discussion of the ten policy outcomes.

⁹ GB.329/PFA/8.

Institutional capacity development

27. All programme and budget outcomes, most DWCPs and many technical cooperation projects contain outputs or activities on capacity development for constituents, and the International Training Centre of the ILO in Turin (Turin Centre) plays a significant role in providing training for developing the capacities of both constituents and ILO staff. However, as highlighted in the Office report for the Conference's evaluation of the impact of the Social Justice Declaration,¹⁰ there is a need for a more strategic and systematic approach to developing the institutional capacity of constituents, and to monitor and measure the results of such capacity development efforts in a comparable and coherent manner. It is therefore proposed that the Office develop and submit to the November 2018 session of the Governing Body a strategy for developing the institutional capacity of constituents – including through the Turin Centre – to achieve the aims of the Social Justice Declaration.
28. The proposed strategy will build on findings from the forthcoming independent evaluation of the ILO's capacity-building efforts covering all tripartite constituents in 2018,¹¹ with a particular focus on how capacity development can become more focused on outcomes rather than outputs in support of the long-term sustainability of labour market institutions. It will comprise capacity development activities which will strengthen the knowledge and skills of constituents, particularly workers' and employers' organizations, and that support institutional structures and processes so that government organizations, trade unions or employers' associations can efficiently meet their mission and goals in a sustainable way. It will be developed jointly with the Bureau for Workers' Activities, the Bureau for Employers' Activities, the Turin Centre and various other ILO departments and offices as well as recognized external partners committed to the advancement of decent work.
29. Moreover, the Office report also highlighted a lack of awareness and understanding of the Social Justice Declaration and its integrated approach to decent work. In line with the resolution's call for greater awareness and ownership of the Social Justice Declaration, it is therefore proposed that the Office incorporate into the new capacity development strategy and its new knowledge strategy (see below) a set of specific measures to strengthen the awareness and understanding among constituents, ILO and United Nations staff of the aims and principles of the Social Justice Declaration, and particularly how it can be applied as an instrument to guide Members' actions to advance social justice through the integrated approach to decent work, including in the context of the 2030 Agenda.

Research, information-collection and sharing

30. The Social Justice Declaration and the resolution underscore the strategic importance of enhancing the ILO's knowledge base and knowledge sharing in achieving its mandate. The Organization has actively invested in these areas and will continue to strengthen its efforts to make the ILO a global centre of excellence for the production, use, compilation, dissemination and sharing of knowledge on the world of work. In line with the resolution, the Office will develop and submit a new Knowledge Strategy for 2018–21 to the Governing Body in November 2017.

¹⁰ ILO: *Advancing social justice: Reviewing the impact of the ILO Declaration on Social Justice for a Fair Globalization*, Report VI, International Labour Conference, 105th Session, Geneva, 2016.

¹¹ An "institutional" independent evaluation of the ILO's capacity-building efforts (covering all tripartite constituents) is on the ILO Evaluation Office's rolling workplan for 2018.

31. The Knowledge Strategy will draw on findings from the ongoing Office review of ILO knowledge-sharing practice and cover all elements in paragraph 15.5 of the resolution. Particular efforts will be devoted to: strengthening the ILO's policy-oriented and evidence-based research to support policy dialogue; improving ILO data and statistics with a more consolidated and coherent statistics system; promoting effective knowledge-sharing practices across the whole Office; and improving knowledge dissemination and brokerage.
32. The Office will continue to strengthen evidence-based research through the publishing of the high-quality flagship reports, namely the *World Employment and Social Outlook*, the *Global Wage Report* and the *World Social Protection Report*. More attention will be given to a more focused and coordinated research agenda responding to the challenges of the world of work and needs of the constituents, and particularly in support of the Future of Work Initiative and the achievement of SDG 8 on inclusive growth and decent work and other decent work-related goals and targets of the 2030 Agenda. The Office will also introduce country policy studies to promote tripartite sharing of experiences and good practices. Such studies, which may be in the context of voluntary peer reviews, should they be introduced by the Governing Body,¹² would contribute to future recurrent discussions of each strategic objective.
33. The Office will continue to enhance ILOSTAT¹³ to ensure that it remains the most comprehensive labour and decent work statistics repository in the world. This includes filling existing data gaps, supporting member States to submit accurate and internationally comparable data, and keeping it up to date and easily accessible through user-friendly platforms. The need to fill existing gaps and process more data sets provided by member States will enable the Office to provide more and better open data to constituents in general, and to policy-makers in particular, in support of an integrated approach to decent work.
34. With regard to the call in the resolution to further develop a framework for decent work indicators and to support Members' capacity to monitor and report progress towards the SDGs, the Office will prepare a proposal for how the ILO will monitor decent work-related indicators as part of the implementation of the global indicator framework for monitoring SDGs. The Office will submit the proposal to the Governing Body for discussion and approval after the SDG monitoring system has been adopted by the UN General Assembly and has been discussed with the tripartite constituents at the 20th International Conference of Labour Statisticians in October 2018. The proposal will take into consideration the decent work-related global SDG indicators, particularly those for which the ILO is the custodian agency, but also the indicators identified at the national level, and in doing so it will build on past work done by the Office on measuring decent work. The proposal will include a plan to assist and enhance Members' capacity to produce and use statistics and information covering all four strategic objectives as well as gender equality and non-discrimination.

Partnerships and policy coherence for decent work

35. As called for in the resolution, the Office will develop and submit for the November 2017 session of the Governing Body a strategy for promoting decent work through partnerships and policy coherence, with a special focus on promoting inclusive growth and decent work at the country level with international and regional economic institutions. The strategy will set out what the ILO hopes to achieve by intensifying its collaboration with key

¹² See Governing Body decision in [GB.328/PV/Draft](#), para. 489.

¹³ <http://www.ilo.org/ilostat>.

organizations and leading institutions at the global, regional and national level, as well as how it will do so in a way that advances an integrated approach to decent work.

36. The Office is developing a Resource Platform for Decent Work and Sustainable Development to strengthen the capacity of constituents to advance decent work in the context of the 2030 Agenda. Furthermore, the Office continues to lead or contribute to a number of issue-based alliances related to SDG 8 as well as other decent work-related goals of the 2030 Agenda with the involvement of the tripartite constituents.
37. With regard to considering the possibility of a high-level tripartite exchange on the role of decent work in the 2030 Agenda and the ILO's leadership on decent work-related goals, the Office proposes that such a decision be taken at a later stage in light of the experience and lessons learned from the tripartite discussions at the 2017, 2018 and 2019 March Governing Body sessions on the ILO contribution to annual reviews by the HLPF as well as from the high-level interactive exchange to be organized as part of the recurrent discussions at the Conference in June 2018.
38. It is further proposed that the Office develop and submit to the November 2018 session of the Governing Body a new development cooperation strategy. This would build on the Conference's general discussion of effective development cooperation in support of the SDGs at its 107th Session (June 2018). It would further guide the efforts of the Office to promote the implementation of SDG 17 of the 2030 Agenda¹⁴ and to attract additional resources for the achievement of the full potential of the Social Justice Declaration. Guided by the Enterprises Initiative, and as part of the new development cooperation strategy, the Office will step up the implementation of its refined public-private partnership strategy. This will enhance its engagement with the private sector and promote its strategic partnerships with relevant non-state actors, consistent with the principles of tripartism and social dialogue.

D. Implementation, monitoring and review

39. The Director-General and the Senior Management Team are ultimately responsible for the implementation of the proposed programme of work, which requires cooperation and team work across the Office, in headquarters and the field. It will be coordinated by the Office of the Deputy Director-General for Management and Reform, guided by an Office-wide Task Team.
40. Members' action to give effect to the resolution and achieve the full potential of the Social Justice Declaration will be assessed as part of the next cycle of recurrent discussions. It would also form part of the next evaluation of the impact of the Social Justice Declaration, if and when the Governing Body decides to place this item on the agenda of the Conference.
41. The proposed programme of work and the actions set out in the appendix will be monitored and adjusted on a regular basis as and when required to reflect continuously evolving developments and new priorities that may emerge. Monitoring of the programme of work will also be aligned with the review of the Programme and Budget for 2018-19, and with the development of new Programme and Budget proposals for 2020-21.
42. It is also proposed that a mid-term review be carried out and a report on progress be submitted to the November 2019 Governing Body session. This will allow the Governing

¹⁴ Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

Body to adjust the proposed programme of work in line with lessons learned as well as the outcomes of the Conference in June 2019. It will also help ensure that the integrated approach to decent work is fully incorporated into any new initiatives in follow-up to the Conference in 2019 and into the next ILO's Strategic Plan for 2022–25.

Draft decision

- 43. *The Governing Body requests the Director-General to implement the proposed programme of work to give effect to the evaluation of the impact of the Social Justice Declaration, taking into account the guidance provided during the discussion at the present session of the Governing Body.***

Appendix

Areas of action	Proposed actions	Indicators and targets	Timeline
1. Standards system	1.1. Draft proposals for making better use of article 19, paragraphs 5(e) and 6(d), of the ILO Constitution as called for in the resolution (see also 2.1 concerning the contribution of General Surveys and the related discussion by the Committee on the Application of Standards and recurrent discussions)	<i>Subject to the decision of the Governing Body on the Standards Initiative in March 2017 *</i>	<i>Subject to the decision of the Governing Body on the Standards Initiative</i>
2. Recurrent discussions	2.1. Submit final proposal for a framework of modalities to better focus recurrent discussions in the new cycle, including specific measures to strengthen linkages to General Surveys	Framework for recurrent discussions is adopted by the Governing Body in November 2017	March–November 2017
	2.2. Implement the new five-year recurrent discussion cycle and apply the adopted framework	All future recurrent discussions under the new cycle are organized in accordance with the new framework	July 2017–December 2023
3. Strengthening the results-based framework and Decent Work Country Programmes	3.1. Further review the ILO results framework and propose ways to improve it in the Programme and Budget proposals for 2020–21	Improved results framework is reflected in the Programme and Budget proposals for 2020–21	June 2018–June 2019
	3.2. Submit a proposal for a two-year integrated and consolidated policy outcome reporting within the framework of four strategic objectives	Proposals are adopted by the Governing Body in November 2017	March 2017–November 2017
	3.3. Ensure new DWCP guidance is applied throughout the cycle for all new DWCPs with greater ownership and oversight of constituents	All new DWCPs are designed and implemented in accordance with new guidance	March 2017–December 2023
	3.4. Develop or update new tools for staff and constituents for the design, implementation, monitoring, review and evaluation of DWCPs	Appropriate tools finalized and made available to constituents and staff by December 2017	March–December 2017
	3.5. Submit and implement a revised evaluation policy and strategy for 2018–21 to further improve the evaluation and accountability culture	Policy adopted by the Governing Body in November 2017 Strategy adopted by the Governing Body in March 2018 and implemented in a timely manner	March 2017–December 2021
4. Institutional capacity development	4.1. Develop and submit to the Governing Body at its March 2019 session a new ILO-wide strategy for institutional capacity development and implement the strategy	Strategy adopted by the Governing Body in March 2019	March 2018–March 2019
	4.2. Strengthen the awareness, understanding and capacity of constituents to advance the integrated approach to decent work	Capacity development and training programmes at the Turin Centre incorporate modules on the Social Justice Declaration's integrated approach Self-guided distance learning module on the Social Justice Declaration launched by December 2017 on the electronic campus of the Turin Centre	March 2017–December 2023

Areas of action	Proposed actions	Indicators and targets	Timeline
5. Research, information-collection and sharing	5.1. Develop and submit to the Governing Body a new knowledge strategy at its November 2017 session and implement the strategy	Strategy adopted by the Governing Body in November 2017 and implemented in support of the Programme and Budget for 2018–19 and for 2020–21	March 2017–December 2021
	5.2. Prepare and submit to the Governing Body a report on recent improvements and the current state of ILOSTAT as an enhanced statistical database on decent work indicators	Report submitted to the March 2018 session of the Governing Body	March 2017–March 2018
	5.3. Prepare and submit to the Governing Body a proposal for how the ILO will monitor decent work-related indicators as part of the implementation of the global indicator framework for monitoring SDGs as well as for a capacity development programme for national monitoring of the SDGs	Proposal submitted to the Governing Body in March 2019	March 2017–March 2019
6. Partnerships and policy coherence for decent work	6.1. Develop and submit to the Governing Body at its November 2017 session a new partnership and policy coherence strategy for 2018–21 and implement the strategy	Strategy adopted by the Governing Body in November 2017 and implemented in support of the Programme and Budget for 2018–19 and for 2020–21	March 2017–December 2021
	6.2. Finalize and roll out the Resource Platform for Decent Work and Sustainable Development	Resource Platform for Decent Work and Sustainable Development operational and made available to all constituents and ILO staff by December 2017	March 2017–December 2017
	6.3. Prepare and implement training programmes to reinforce constituents' capacity to engage in national sustainable development strategies	Training programmes are updated and delivered for 250 constituents	March 2017–December 2019
	6.4. Continue to lead or contribute to issue-based alliances to achieve SDG 8 as well as other decent work-related goals of the 2030 Agenda	A minimum of eight issue-based alliances are effectively implemented in support of an integrated approach to decent work	March 2017–December 2023
	6.5. Prepare and organize discussions at the March 2017, 2018 and 2019 Governing Body sessions to reach consensus on the ILO's contribution to the follow-up and review framework of the 2030 Agenda	Three reports are prepared and three sessions of the High-Level Section of the Governing Body are organized to foster tripartite agreement on how decent work can be advanced as part of the HLPF themes and goals under review	March 2017–July 2019
	6.6. Prepare and implement new ILO development cooperation strategy	Strategy adopted by the Governing Body in November 2018 and implemented in a timely manner	July–November 2018

* [GB.328/INS/6](#).

