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ILO DECENT WORK COUNTRY PROGRAMME



A PRACTICAL GUIDEBOOK

Version 4

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DWCPs are the primary framework for ILO support to constituents at the country level. In the spirit of the 2008 Declaration on Social Justice for a Fair Globalization, they comprise integrated and balanced strategies to meet the ILO's strategic objectives around priorities identified by national tripartite constituents, grounded in the country-specific context and responding to contemporary challenges.

This new version of the ILO DWCP Guidebook reflects the Organization's success in putting decent work at the heart of the 2030 Sustainable Development Agenda, and provides guidance on supporting 2030 Agenda objectives through the DWCPs, including their integration into a new generation of country level United Nations Sustainable Development Frameworks. You will recall that, taken together, the ILO's actions in support of the 2030 Agenda constitute the End to Poverty Centenary Initiative.

As the Guidebook illustrates, good DWCPs are predicated on a strong country diagnostic. At the same time, successful delivery will need to draw on country level partnerships and appropriate funding plans. Such DWCPs will be valuable tools for advocacy and for communicating the ILO's work to a wide range of stakeholders.

If the DWCPs are to be effective vehicles for advancing the 2030 Agenda they will be required to address the social, economic and environmental dimensions of sustainability. The ILO's social justice mandate compels us to ensure that the DWCPs are relevant to the needs of the most disadvantaged, those living in poverty and those denied fundamental rights and freedoms. With respect to environmental sustainability, I have indicated elsewhere that the prevention and mitigation of climate change, more than any other single element, will distinguish the ILO's future responsibilities and activities from those of the past. The DWCPs of the future will have to reflect this reality.

I strongly recommend all managers and staff to use this guidebook to develop and implement a new generation of DWCPs that enable the ILO to deliver services that are the building blocks for making real and positive changes in the working lives of women and men everywhere and that will add to the institutional knowledge and experience accumulated over nearly a century.

August 2016

Guy Ryder

Director-General

CONTENTS

PREFACE.....	II
ABBREVIATIONS.....	IV
INTRODUCTION.....	1
1. THE DWCP APPROACH TO COUNTRY PROGRAMMING.....	3
GENERAL COUNTRY PROGRAMMING PRINCIPLES AND PROCEDURES.....	3
DWCPs AND ILO PROGRAMMING.....	4
IMPLICATIONS OF THE 2030 SUSTAINABLE DEVELOPMENT AGENDA.....	6
2. THE DWCP DOCUMENT	8
INTRODUCTION	9
COUNTRY DIAGNOSTIC.....	10
COUNTRY PRIORITIES AND COUNTRY PROGRAMME OUTCOMES.....	12
MANAGEMENT, IMPLEMENTATION PLANNING, MONITORING, REPORTING AND EVALUATION ARRANGEMENTS.....	17
FUNDING PLAN	17
ADVOCACY AND COMMUNICATION PLAN	19
3. GOVERNANCE AND OVERSIGHT OF DWCPs.....	20
QUALITY ASSURANCE MECHANISM.....	20
APPROVAL OF DWCPs	21
DWCP GOVERNANCE.....	21
IMPLEMENTATION, MONITORING AND REPORTING	24
PROGRAMME REVIEW AND EVALUATION	26
ANNEX 1: TEMPLATE FOR THE DWCP DOCUMENT.....	28
ANNEX 2: TEMPLATE FOR THE DWCP RESULTS MATRIX.....	31
ANNEX 3: MODEL FORM OF MOU OF DWCP	32
ANNEX 4: TEMPLATE FOR THE DWCP RESULTS MONITORING PLAN.....	34
ANNEX 5: TEMPLATE FOR THE DWCP IMPLEMENTATION MONITORING PLAN	35
ANNEX 6: EXAMPLE OF TOR OF A DWCP TRIPARTITE STEERING COMMITTEE	36
ANNEX 7: CHECKLIST FOR EVALUABLE RESULTS AND MONITORING FRAMEWORK	37
ANNEX 8: QUALITY ASSURANCE MECHANISM CHECKLIST.....	39
ANNEX 9: INTERNATIONAL LABOUR STANDARDS BY STRATEGIC OBJECTIVE.....	42

ABBREVIATIONS

ACT/EMP	Bureau for Employers' Activities
ACTRAV	Bureau for Workers' Activities
CCA	Common Country Assessment
CO	Country Office
CPE	Country Programme Evaluations
CPO	Country Programme Outcome
CPR	Country Programme Review
DCOMM	Department of Communication and Public Information
DWCP	Decent Work Country Programme
DWT	Decent Work Technical Support Team
EVAL	Evaluation Unit
GED	Gender, Equality and Diversity Branch
IGDS	Internal Governance Documents System
ILO	International Labour Organization
IRIS	Integrated Resource Information System
JUR	Office of the Legal Advisor
OBW	Outcome-Based Workplans
PARDEV	Partnerships and Development Cooperation Department
PBA	Programme Based Approach
PROGRAM	Strategic Programming and Management Department
QAM	Quality Assurance Mechanism
RBM	Results-Based management
RBSA	Regular Budget Supplementary Account
RPU	Regional Programming Unit
SDGs	Sustainable Development Goals
SM/IP	Implementation Planning module of the Strategic Management application in IRIS
SM/IR	Implementation Reporting module of the Strategic Management application in IRIS
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group

The ILO introduced time-bound and resourced country programmes, called Decent Work Country Programmes (DWCPs), in 2004. They are based on ILO principles and standards, the priorities of the ILO's constituents – governments, employers' and workers' organizations – and national development objectives. DWCPs describe the ILO support required to realize measurable progress at the country level towards the goal of decent work for all women and men and reflect the constituents' commitment to promote this goal both individually and in cooperation with each other, including through development partnerships. ILO Country Offices are responsible for all stages of the DWCP. Decent Work Technical Support Teams (DWTs) in the different regions provide technical support and policy advice, in collaboration with technical specialists at headquarters, in the design and implementation of DWCPs in response to the needs of constituents. Within the teams, technical specialists from the Bureau for Employers' Activities (ACTEMP) and the Bureau for Workers' Activities (ACTRAV) take the lead role in integrating the perspectives of employers' and workers' organizations into DWCPs.

This Guidebook is the fourth edition of guidance intended to assist ILO staff and constituents in the development, implementation, monitoring and evaluation of DWCPs. It builds upon the experience of a wide range of ILO staff with various aspects of the DWCP process and related mechanisms, as well as ILO decisions, reports, relevant evaluations and institutional reviews.

This version of the Guidebook is issued following the discussion at the International Labour Conference in June 2016 on the evaluation of the impact of the 2008 ILO Declaration on Social Justice for a Fair Globalization. The resolution on Advancing Social Justice through Decent Work adopted by the Conference on that occasion reaffirms the strategic directions set by ILO Members to achieve the full potential of the Declaration, which includes the need to strengthen DWCPs.

With the adoption of the 2030 Agenda for Sustainable Development (2030 Agenda) in September 2015, the preparation and implementation of DWCPs enter a new phase in which ILO action will need to be a visible part of the overall United Nations (UN) effort. The Guidebook takes into account a number of considerations and approaches contained in the guidance released by the UN Development Group (UNDG) in 2017 to assist UN Country Teams in developing a new generation of UN Development Assistance Frameworks (UNDAFs). It reflects the ILO's commitment to ensure that its work contributes to the implementation of the 2030 Sustainable Development Agenda, including through better alignment with and enhanced collaboration within the UN system.

WHAT IS NEW IN THIS EDITION

- Guidance on adapting DWCPs to the 2030 Sustainable Development Agenda, including their integration into a new generation of UNDAFs
- A revised Quality Assurance Mechanism (QAM)
- Strengthened governance and oversight
- A number of additional practical tools and resource materials

Chapter 1 of this Guidebook describes the DWCP approach to country programming, taking into account the implications arising from the 2030 Agenda. Chapter 2 focuses on the structure of the DWCP document and the process to develop it. Chapter 3 addresses issues related to the governance and oversight of DWCPs. Additional information in the form of reference materials, templates and tools complements the document. This Guidebook is meant to be a living document to be updated as necessary, building on the lessons learned, experience and insights of ILO Country Offices, staff and constituents involved in the design and implementation of DWCPs.

1. THE DWCP APPROACH TO COUNTRY PROGRAMMING

GENERAL COUNTRY PROGRAMMING PRINCIPLES AND PROCEDURES

Country programming is a method of development cooperation planning that is used by the UN and multilateral institutions; some major donors use similar procedures. Country programming is informed by a number of design principles that constitute an international consensus on good practice in development cooperation. The most recurrent principles include:

- Results-based programming methods with features such as measurable indicators and systematic monitoring and evaluation.
- Focus on the country level, recognizing that the specific conditions and capacities of each country are likely to require a customized approach.
- In-depth analysis of country characteristics and needs with emphasis on data and local knowledge.
- Provision of support in areas of greatest comparative advantage, recognizing the need to set priorities instead of trying to do everything.
- Promotion of policy coherence to improve effectiveness and sustainability.
- Integration of cross-cutting concerns such as gender equality and non-discrimination, human rights, governance and climate change.
- Emphasis on national ownership in priority-setting, execution and sustainability measures.
- Consultation of civil society and other stakeholders in addition to governments.
- Building partnerships for leveraging joint action and greater impact.
- Support through global knowledge services and products.

The process of developing a country programme document has common features across institutions. As shown in Figure 1, the development of all country programme documents by the UN, including agency-specific programme documents, and by multilateral institutions normally starts with preliminary consultations with government and other stakeholders. The second step is a country diagnostic process that helps establish priorities and generally involves considerable data gathering and analysis. The third step is the preparation of the main country programme document, including - in many instances - a summary of the context, a statement of priorities, identification of the main results and their measurement, a logical framework (sometimes as an annex) and budgetary information. Finally, implementation, monitoring and evaluation procedures are built into the main document, forming an essential part of country programme execution and the compilation of lessons for future programmes.

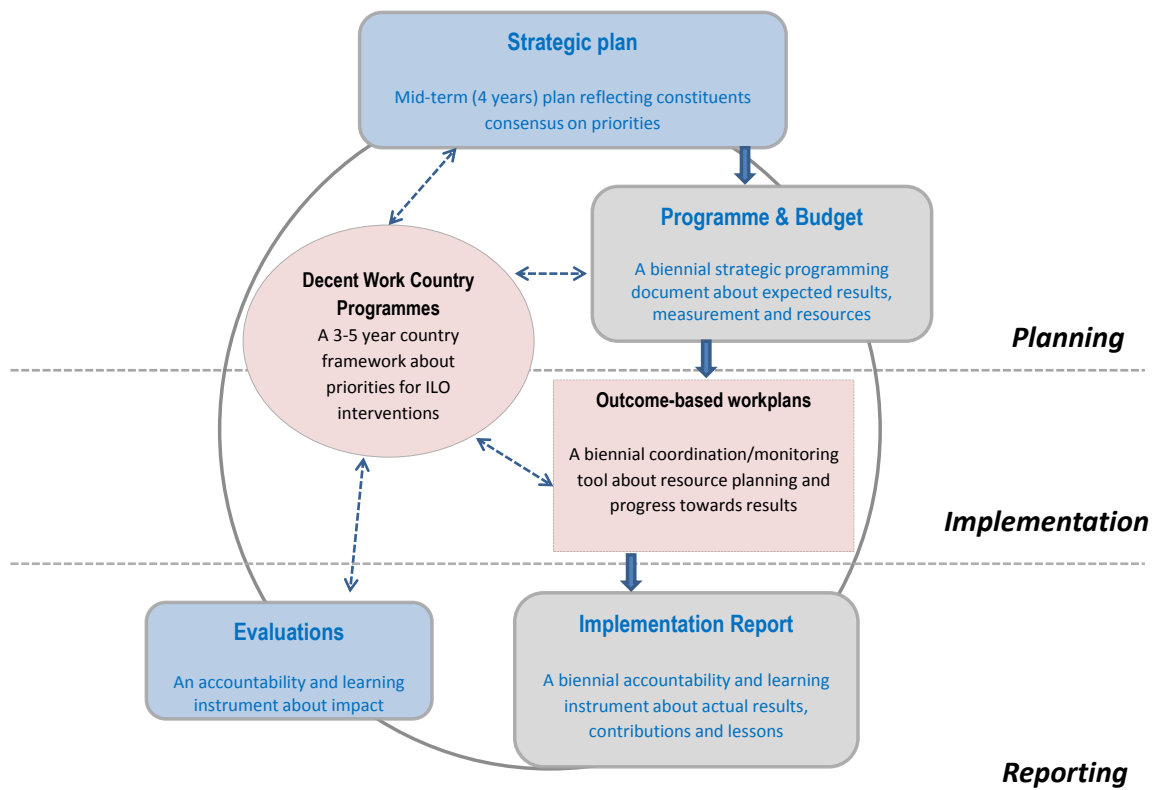
Figure 1: Country programming process



DWCPS AND ILO PROGRAMMING

DWCPs have a special role within the ILO's programming and budgeting cycle. The ILO biennial programme and budget is framed within the context of the Strategic Plan and, to a large extent, is built on outcomes found in DWCPs. In turn, the achievement of outcomes contained in DWCPs contributes to progress towards the achievement of the global outcomes of the Organization. The integration of DWCPs within ILO programming processes is therefore axiomatic. The relationship between the bottom-up country-level programming and the overall ILO's programming cycle is shown in Figure 2.

Figure 2: The ILO results-based programming cycle



The primary goal of the ILO is to promote opportunities for women and men to obtain decent work in conditions of freedom, equity, security and human dignity. The Decent Work Agenda with its four strategic objectives – employment, social security, social dialogue and fundamental principles and rights at work – provides the organizing framework for the ILO to support its Members at the country level. As the 2008 [ILO Declaration on Social Justice for a Fair Globalization](#) (Social Justice Declaration) underscores, the four strategic objectives are interrelated, inseparable and mutually supportive with gender equality and non-discrimination as cross-cutting issues. Their integrated pursuit at the national level rests on coherence between a wide range of policies and calls for action from the ILO that contributes to advancing all four objectives in a cohesive manner. In the [Resolution on Advancing Social Justice through Decent Work](#), adopted by the International Labour Conference in June 2016, ILO Members request the ILO to “Ensure that all DWCPs comprise integrated and balanced strategies to promote all the strategic objectives and the cross-cutting issues in a set of priorities identified by national tripartite constituents [...]”.

For the ILO, the constitutional principle of tripartite governance is critical. Being the only tripartite UN agency, the ILO brings together governments, employers’ and workers’ organizations to set labour standards, develop policies and devise programmes promoting decent work for all women and men. This implies that ILO constituents need to be fully involved in the development, implementation, monitoring and evaluation of DWCPs. It also means that the policies set by the Organization – including international labour standards, resolutions and conclusions adopted by the International Labour Conference and decisions of the ILO’s Governing Body – guide the priorities and procedures of DWCPs.

At present, the cross-cutting issues resulting from the ILO’s constitutional objectives and the standards that the Organization is mandated to uphold and promote need to inform all DWCPs. These are:

1. Tripartism and social dialogue

Tripartism and social dialogue are important, not only as objectives in themselves, but also as a means of achieving all ILO strategic objectives. They are the ILO’s governance paradigm for addressing social concerns, examining a wide range of labour issues on which the social partners play a direct, legitimate and irreplaceable role, and building consensus, hence making social dialogue a central element of democratic societies. At the heart of social dialogue lie freedom of association and collective bargaining.

2. International labour standards

International labour standards set the basic principles that frame ILO policy work and advice. This is further enriched by the work and comments of the ILO’s supervisory system. The ratification and effective implementation of international labour standards provide the essential legal framework that is the first step towards achieving progress in promoting rights at work, creating decent jobs, supporting sustainable enterprises, improving working conditions and extending social protection.

3. Gender equality and non-discrimination

Gender equality and non-discrimination are key elements of the ILO’s vision of decent work and essential components of its efforts to bring about equity and growth. This implies attention to groups of workers who are particularly vulnerable to discrimination or exclusion, which include, among others, women, persons with disabilities, workers living with HIV and AIDS, or members of indigenous or ethnic minority communities.

Tripartism and social dialogue, international labour standards and gender equality and non-discrimination are integral to ILO responses in all countries and central to the planning and implementation of a coherent and integrated programme of assistance to constituents. Mainstreaming these crosscutting issues into DWCPs provides a strong foundation for the integrated pursuit of the ILO's strategic objectives, ensures greater coherence of ILO work and contributes to enhancing the visibility and value added of ILO action within the overall UN effort.

In addition, the effects of climate change are changing the conditions of work around the world; new jobs are created and others are substituted or are disappearing. ILO constituents are increasingly looking for practical responses to the impact of these changes on the quantity and quality of employment. Such an impact and the related policy responses affect income distribution with risks of widening inequality, a destruction of jobs and livelihoods on an unprecedented scale, declining productivity of workers, and a reversal of social and economic progress achieved over decades of efforts. Progress towards the achievement of the Sustainable Development Goals (SDGs) with decent work for all is only possible if societies move towards sustainable consumption and production patterns; protect the natural environment with regard to water, energy, soil, materials, and clean air, which provides the very basis for jobs; and adapt to the effects of climate change.

The ILO's mandate to promote social justice requires the Organization to provide its fullest support to its constituents to respond to these challenges, and the [Paris Climate Change Agreement](#) opens new opportunities to do so. The inclusion of environmental sustainability¹ considerations into DWCPs will be an important component of the ILO's approach to promote integrated national sustainable development strategies and support countries in the process delivering on the 2030 Agenda for Sustainable Development.

In preparing a DWCP, Country Offices need to ensure that the above crosscutting issues, as well as environmental sustainability are analyzed, addressed and reflected in the document. All DWCPs should provide an opportunity to make progress in these areas. The indicators and targets of DWCP outcomes should allow the ILO to monitor such progress and assess its ultimate impact.

IMPLICATIONS OF THE 2030 SUSTAINABLE DEVELOPMENT AGENDA

In preparing a DWCP, it is important to take into account the rapidly evolving process of development cooperation planning in the light of the 2030 Agenda for Sustainable Development and its 17 SDGs. The SDGs taken together address each of the strategic objectives of the Decent Work Agenda; the latter in turn is well embedded in the SDGs. Decent work is thus both a means and an end for sustainable development.

The ILO and its Members will be called upon to play a full role in the implementation of the Agenda. In this regard, the 2016 [Resolution on Advancing Social Justice through Decent Work](#) requests the ILO to “support Members to better align Decent Work Country Programmes with national, and where appropriate, regional sustainable development strategies that integrate the 2030 Agenda and its decent work components, as well as with United Nations planning frameworks at the country or, where appropriate, regional level”.

¹ [The Director-General's Programme Guidance Letter for preparing the Strategic Plan for 2018-21 and the Programme and Budget proposals for 2018-19](#) dated 20 May 2016.

The 2030 Agenda for Sustainable Development is universal, rights-based and integrated, based on the recognition that its three dimensions – economic, environmental and social – must be pursued in an integrated manner, with greater policy coherence and through multi-stakeholders partnerships. The SDGs are interrelated.

In this context, the new UNDAF guidance places special emphasis on an integrated approach to programming that brings together the development, humanitarian, human rights, and peace and security pillars of the UN, building on a common strategy for effective and coherent implementation support to the new Agenda, known under the acronym MAPS (Mainstreaming, Acceleration and Policy Support)². MAPS frames the UNCT's engagement with national counterparts on the SDGs, including the support process for national SDG planning. The guidance complements the Standard Operating Procedures (SOPs) that promote an integrated approach across programming, finance, budget, resource mobilization, leadership, communication and advocacy.

While DWCPs can have components outside the remit of the UNDAF, the alignment of DWCP priorities with new UNDAF priorities to the extent possible is desirable as it:

- Clarifies the relation of ILO work with the SDGs, which increasingly will be the framework against which all development cooperation is measured;
- Makes it easier to collaborate with the UN and other partners, and thus can improve efficiency and effectiveness; and
- Opens access to sources of funding other than those normally available to ILO constituents.

Alignment of DWCPs and the new UNDAFs should take into account the ILO's obligation to serve and involve its constituents, to respond to the decisions of the Governing Body and the International Labour Conference, as well as the obligations and commitments of member States in relation to fundamental principles and rights at work and international labour standards. ILO staff in the regions will often need to explain the ILO's founding principles and structure to Resident Coordinators and UNCTs and persuade them of the need to give special attention to ILO constituents, including the need to strengthen the organizations of employers and workers so that they can fully participate in country programming processes.

The recognition that the SDGs are interrelated and interconnected echoes the interrelated, inseparable and mutually supportive nature of the four strategic objectives of the Decent Work Agenda. ILO experience has shown that it can be difficult to design programmes that take the need for policy coherence into account. It will be even more difficult to adopt coherent country programmes that cover the entire range of the SDGs. Just as the ILO is adjusting internally to the idea that separate and independent projects corresponding to the mandate of each department will be increasingly difficult to justify and fund, the UN system, and in particular UNCTs, will have to adjust to the decision to seek joint rather than agency-specific priorities and modes of execution. The ILO is well placed to contribute across the full range of the SDGs. Many of the SDG targets contain decent work elements. It is therefore at this level that decent work priorities can best be identified and programmed. This is explained in more detail in the section on priority setting in Chapter 2.

² <https://undg.org/home/undg-mechanisms/sustainable-development-working-group/country-support/>

2. THE DWCP DOCUMENT

A typical DWCP document has the headings listed in the table below, preferably within 15-19 pages, excluding annexes. The suggested length and content are indicated.

Section heading		Suggested page length	Description of content
1	Introduction	Less than 1	This section specifies the timing period covered by the DWCP and makes reference, if applicable, to when the previous DWCP was completed and evaluated. It further describes the preliminary consultations held with constituents, and if appropriate other stakeholders, and their implications for the DWCP process and priorities.
2	Country context: diagnostic and situation analysis	4-6	This section briefly presents: – An evidence-based analysis of the situation in the country covering the social, political and economic context and each of the four ILO strategic objectives (employment; social protection; social dialogue and tripartism; and fundamental principles and rights at work). The analysis integrates the cross-cutting issues (international labour standards, gender equality and non-discrimination and tripartism and social dialogue), environmental sustainability and other areas of relevance to achieve the Sustainable Development Goals such as poverty reduction and inequality. – The status and relevance of national development frameworks and other existing planning framework, such as the UNDAF, Multilateral Development Bank Partnership Documents. – Relevant lessons learned from previous DWCP implementation, including from country programme reviews, independent evaluation of DWCPs and, where relevant, project evaluations. – ILO's comparative advantage in the country, in particular within the UNCT and vis-à-vis other partners; – Any important risks to the achievement of ILO objectives, including environmental and climate change risks where relevant.
3	Country priorities and Country Programme Outcomes (CPOs)	6-8	This section establishes the DWCP results framework and links it to the ILO's corporate outcomes as found in the Strategic Plan and the Programme and Budget. The outcomes should reflect the interdependent, interrelated and mutually supportive nature of the four ILO's strategic objectives. This section includes: – Up to a maximum of three DWCP priorities based on the country diagnostic and aligned with the policy outcomes of the ILO's Strategic Plan and Programme and Budget. – Up to 3 Country Programme Outcomes (CPOs) under each DWCP priority, formulated in a concise and precise language. – For each CPO, a clear theory of change explaining the logic and underlying assumptions of how and why change might happen as an outcome of the interventions (i.e. articulation of the logical sequence from outputs to outcomes). – For each CPO, 1-3 indicators to measure performance, with a baseline and a target each (to be included in the DWCP results matrix appended as an annex to the DWCP document).
4	Management, Implementation planning, monitoring,	2	This section briefly describes management arrangements for the planning, monitoring and reporting of DWCP implementation, including the set-up of a national tripartite steering committee, schedule for Country

Section heading		Suggested page length	Description of content
	reporting and evaluation arrangements		Programme Review (CPR) and any evaluation activities, including those linked to UNDAFs or relevant project evaluations. It includes a risk assessment description at the level of the outcomes and a strategy to mitigate these risks.
5	Funding plan	Less than 1	A short resource strategy, including a resource mobilization plan, is included.
6	Advocacy and communication plan	Less than 1	A short advocacy and communications plan is included.
Annexes (public)			Template for DWCP results matrix Model form of MOU of DWCP (Not mandatory)
Annexes (internal)			DWCP results monitoring plan DWCP implementation monitoring plan TOR of DWCP steering committee

INTRODUCTION

At the beginning of the DWCP process, it is necessary to review the country situation and the existing ILO programme. This brief review should involve the constituents and, where appropriate, other stakeholders and should frame the DWCP process in relation to the general economic and political situation, including election and budgetary cycles. The results of these consultations will guide the more detailed diagnostic analysis that will become part of the DWCP document.

Basic information on the time period covered by the DWCP and, if applicable, to when the previous DWCP was completed and reviewed, as well as on the consultations held during this preliminary stage, should be summarized in the first section of the document. This should comprise less than one page.

Preliminary consultations

The preliminary stage is an important opportunity to consult the UN Resident Coordinator and the UNCT about joint priorities, possible collaborative action and comparative advantages. Ideally, the timing of the DWCP and UNDAF programming will be aligned and this preliminary stage can be integrated into the preparation of the UNDAF Roadmap. During these preliminary consultations, ILO staff should be prepared to explain the ILO's commitment to support ILO constituents, social dialogue and tripartism and advocate measures to ensure the application of fundamental principles and rights at work and other international labour standards. There are a number of possible entry points for ILO development cooperation priorities that may fit well with the UNDAF approach. An early identification of such possibilities will help to ensure that they can be taken into account, for example, by providing ILO technical support during the diagnostic phase.

COUNTRY DIAGNOSTIC

The purpose of the country context diagnostic is to develop an evidence-based analysis on the progress and situation with regard to critical areas of decent work and the key decent work challenges facing the country. This requires a comprehensive examination of the situation in line with the ILO's [Social Justice Declaration](#), covering all four ILO strategic objectives and the crosscutting issues. The country diagnostic should also address social justice in the context of the [2030 Agenda](#), with due regard to poverty and inequality issues as they affect the world of work. Any important risks to the achievement of ILO objectives, including actual or potential environmental implications and impacts, will need to be addressed. An examination of the lessons from past or ongoing ILO work in the country is also required.

There are specific tools that can be employed to support the country context diagnostic, including the [Decent Work Country Diagnostic: Technical Guidelines to Draft the Diagnostic Report \(2015\)](#)³. The [Development Cooperation Internal Governance Manual](#) is also a useful resource for undertaking the country diagnostic.

In line with the integrated nature of the SDGs as stated in the [preamble of the 2030 Agenda](#), the promotion of full and productive employment and decent work for all cannot be seen in isolation but should be a vehicle for sustainable development in its entire environmental, social and economic dimensions.

However, it is important that the country diagnostic is undertaken in a manner that is expedient and proportionate with the need to develop a brief but focused diagnostic that facilitates the identification of suitable priorities and outcomes. Whichever tool is used, the basic idea remains the same: an evidence-based analysis of where the country stands on different aspects of decent work.

Developing the country diagnostic

ILO constituents are expected to play an active role throughout the country programming process, including in terms of involvement in the country diagnostic and the setting of priorities. The ILO's approach to stakeholder consultation based on tripartism and social dialogue is somewhat different from that of other international organizations whose approach typically covers a wider set of stakeholder groups. However, the successful and effective design and implementation of a DWCP will need to involve other stakeholders in addition to the constituents⁴.

The country diagnostic should contribute to the following:

- Identifying data gaps for the key labour market indicators and ways to fill them.
- Establishing baselines for monitoring progress against targets.
- Supporting decisions about ILO priorities based on the identification of decent work deficits, the priorities of constituents and other stakeholders and the comparative advantages of the ILO.

The diagnostic work should, whenever possible, be carried out in conjunction with a Common Country Analysis (CCA) within the new UNDAF process. Some of the most obvious benefits of this are:

³ See also the CCA section in the [2017 UNDAF guidance](#).

⁴ In this regard, and in respect of engagement with stakeholders, attention is drawn to the following guidance on tripartism and social dialogue <http://www.ilo.org/public/english/standards/relm/ilc/ilc90/pdf/pr-21res.pdf>.

- It helps provide context and analysis concerning key development issues of the country, including issues linked to ILO action but falling mainly under the mandate of other UN entities.
- A CCA may also yield data and information of a broader nature that can complement the DWCP diagnostic. Collaboration with other institutions such as the World Bank can also be helpful in this regard.
- A CCA process permits a better examination of ILO's comparative advantage than is possible in a stand-alone DWCP process. This in turn can lead to a clarification of the ILO's role in implementing the new UNDAF. When there is clear agreement within the UNCT on the ILO's role, it aids resource mobilization and collaboration with other UN programmes and agencies.

The DWCP diagnostic work can identify areas of ILO interest within the larger UN country priorities built on a CCA. In cases where a CCA has been completed or will not start soon, the DWCP diagnostic can still help to establish an ILO programme of work that both responds to ILO priorities and contributes to wider development cooperation goals, in particular the SDGs. When it is not possible to carry out the diagnostic in conjunction with a CCA, it is important to consult past CCAs and to anticipate future ones, by consulting in particular members of the UNCT.

Information sources for the country diagnostic

The availability of data on key labour market indicators is essential for the country diagnostic, disaggregated, as far as possible, by sex and other relevant criteria. The diagnostic should cover analysis of Decent Work Indicators⁵ and at minimum should include those indicators of the SDGs for which the ILO is responsible for global monitoring and reporting.⁶ A good starting point to look for national statistical data related to labour market indicators is the ILO's main statistical database, [ILOSTAT](#). Any general queries about the data on ILOSTAT should be addressed to ilostat@ilo.org. Missing data can also be obtained through national sources and sometimes be processed through micro data files. The [ILO's central microdata repository](#) stores many datasets that are very often purchased for internal use by ILO staff. If micro data files are obtained directly from a national statistical office, ILO offices are requested to provide these to the Department of Statistics (microdata@ilo.org) so that they can be made available to other ILO staff and can be used to fill data gaps.

The SDGs will be monitored by means of a global indicator framework, which contains many indicators that are directly relevant for the ILO's Decent Work Agenda. For some of them, ILO is the custodian agency for ensuring the availability of data. The challenge is in ensuring that countries have the capacity and resources to produce data for these indicators. The diagnostic should highlight the areas where the data gaps are and develop a strategy to fill these gaps within the context of a DWCP and UNDAF. The SDGs place an unprecedented emphasis on the availability of reliable disaggregated data and strengthening national statistical capacities of developing countries and have a specific target on this.

Information on international labour standards, including comments from the ILO's supervisory bodies, also need to be considered in preparing the country diagnostic. The ILO's database [NORMLEX](#) should be used for that purpose. This database brings together information on international labour standards (such as ratification information, reporting requirements, comments of the ILO's supervisory bodies) as well as national labour and social security

⁵ The framework for Decent Work Indicators can be found in [Guidelines for Producers and Users of Statistical and Legal Framework Indicators](#)

⁶ List of these indicators can be found in [Provisional Proposed Tiers for Global SDG Indicators](#)

laws. It also provides comprehensive Country Profiles that give access to regularly updated information by country on: ratification information, comments of all supervisory bodies (pending and older comments), national labour legislation and legislative profiles, reporting requirements by member States, comments formulated by employers' and workers' organizations, legal research links as well as other relevant technical documents.

COUNTRY PRIORITIES AND COUNTRY PROGRAMME OUTCOMES

The formulation of priorities and outcomes is grounded in Results-based Management (RBM).⁷ In setting priorities, ILO staff should be careful to work with constituents towards a coherent programme that makes the best use of the ILO's comparative advantage and resources.

This section of the DWCP document is covered in six to eight pages.

Identifying priorities, outcomes and outputs

In preparing this section it is often worth asking how existing country priorities, in particular those of the government and the UN system, can become more responsive to the ILO diagnostic. For example, if there are government programmes promoting employment, it is useful to ask how the work that is generated can be decent work, reflecting all four ILO strategic objectives. A government programme on youth can perhaps include an ILO component on decent work for young persons. Human rights initiatives can include labour rights, in particular those enshrined in international labour standards on the fundamental principles and rights at work or those on specific groups or issues (domestic workers, migrant workers, workers with disabilities or living with HIV/AIDS, or indigenous and tribal peoples).

To bring focus to the elaboration of DWCP outcomes, or Country Programme Outcomes (CPOs), it is recommended to first identify three priority areas aligned with the policy outcomes in the ILO Programme and Budget. With reference to the specific country context, these priorities should be cross-referenced to the relevant SDGs, as prioritized in the UNDAF. The priorities should be identified on the basis of:

- The country situation (as relevant to the ILO mandate);
- The shared priorities of constituents;
- The country diagnostic; and
- The ILO comparative advantage in the country, including with respect to the UNDAF.

Unlike CPOs, priorities are not set within a particular time or resource frame. They are used to frame the CPOs. This means that each CPO should be linked to one of the priorities, i.e. the priority to which it contributes the most.

For each priority area, up to maximum three CPOs are identified. RBM provides a clear, structured way to define the specific outcomes that a DWCP aims to achieve. It emphasizes clarity in terms of intended outcomes and the

⁷ For more information on the formulation of outcomes and outputs, see also <https://www.ilo.org/intranet/english/bureau/pardev/tcguides/templates.htm>

strategies needed to achieve those outcomes. It encourages continuous learning and improvement, so that strategies are refined based on the lessons learned and new or changed information. The involvement of and commitment from the constituents are essential in identifying and achieving outcomes.

Outcomes are the intended changes in development conditions that result from interventions. They describe positive changes in the target group as the direct consequence of products and services (i.e. outputs) produced by interventions. In formulating CPOs, Country Offices need to ensure that outcomes:

- Make measurable contributions to moving forward the Decent Work Agenda in the country;
- Contribute to the achievement of the relevant Organization's outcomes as set out in the Programme and Budget and the relevant SDGs (see [Decent Work and the 2030 Agenda](#)); and
- Are formulated with a clear theory of change in mind (see Figure 3 for an example).

Each CPO has at least one and up to a maximum of three outcome indicators. These outcome indicators set out the criteria and data that will be used to verify or measure achievement of that CPO. Outcome indicators:

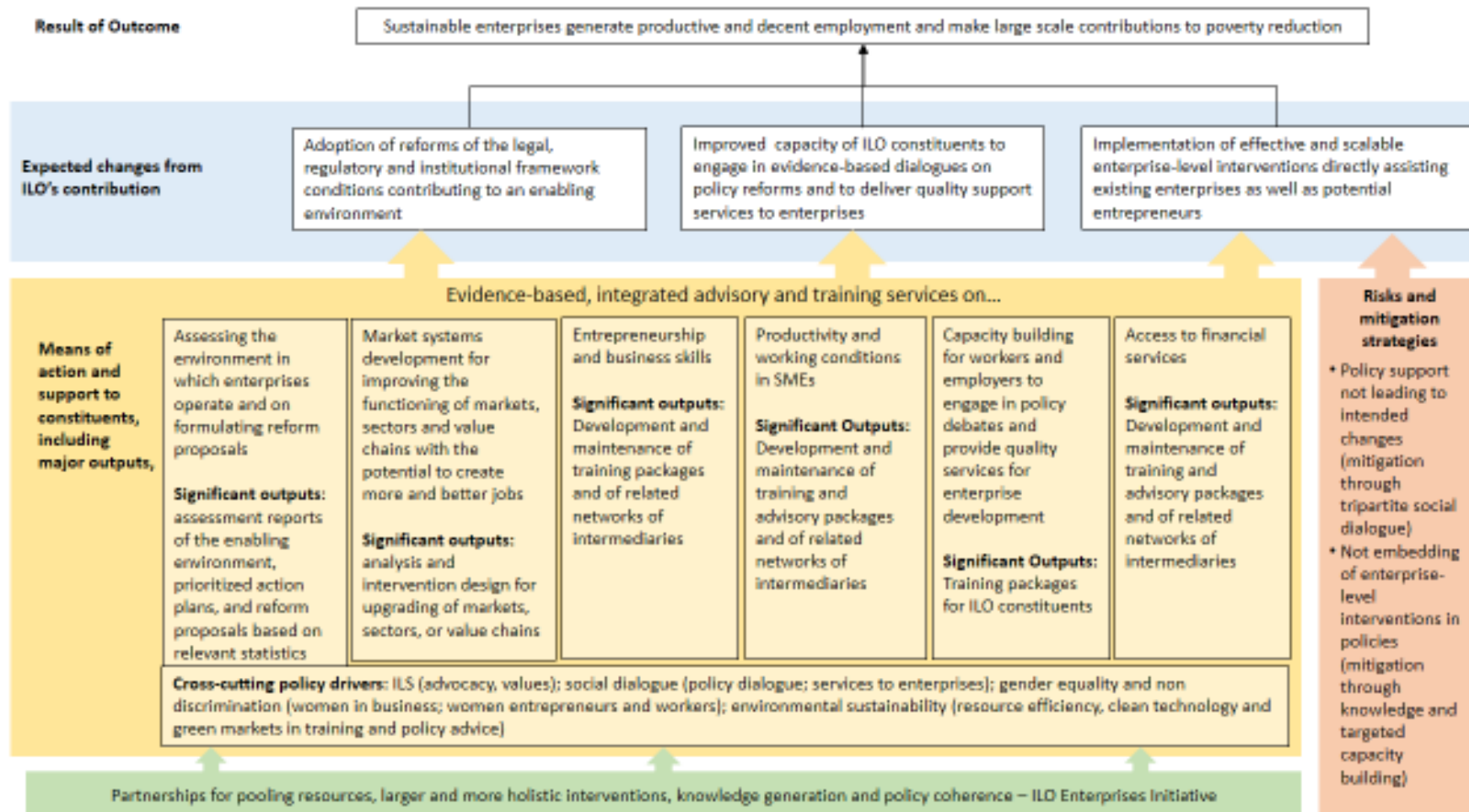
- Provide a simple and reliable means to measure progress towards achieving results;
- Need to be specific, measurable, achievable, realistic and time-bound;
- Should allow the ILO to monitor progress in respect of the cross-cutting issues of international labour standards, social dialogue, gender equality and non-discrimination, and environmental sustainability as relevant;

For effective measurement, a baseline and a target need to be set for each indicator.

A theory of change is powerful tool that should be used to articulate the link between ILO interventions and the outcomes aimed for. It includes both the logic model/causal link from activities to outputs to outcomes (and eventually impact) and the underlying assumptions that would have to occur at the various stages in order for the specific causal link to work as expected.

While not all elements of a theory of change may be explicitly reflected in a DWCP document (for instance, outputs are normally not included in the DWCP results matrix), they need to be thought through at the time of identifying outcomes. Among other things, a theory of change helps identify relevant indicators and issues to be monitored and evaluated over time.

Figure 3 – An example of theory of change



Box 1. Selected Working Terms and Definitions

Although not comprehensive, the following provides working definitions of key monitoring and evaluation terminology to be used in the context of ILO's work:

Activity: Actions in the context of programmes through which inputs (financial, human, technical and material) are mobilized to produce specific outputs and contribute to intended outcomes.

Baseline: Data that describe the situation at the starting point for measuring the performance of a programme or project. A baseline study would be the analysis describing the situation prior to the start of development cooperation. The baseline is an important reference point for measuring the results achieved with development cooperation.

Goal: A broad statement of a desired, usually longer-term, outcome of a program/intervention. Goals express general program/intervention intentions and help to guide the development of a programme/intervention. Each goal has a set of related, specific objectives that, if met, will collectively permit the achievement of the stated goal.

Impact: The overall and long-term effect of an intervention. Impact is the longer-term or ultimate result attributable to a development intervention—in contrast to output and outcome, which reflect more immediate results. Examples: higher standard of living, increased food security, increased earnings from employment, increased savings, reduced incidence of workplace accidents due to improved standards and/or enforcement of standards, etc.

Indicator: A quantitative or qualitative variable that provides a valid, reliable and simple way to measure achievement, assess performance, or reflect changes connected to an intervention.

Inputs: Resources applied to, and utilized in the production of outputs in a project or programme. Such resources include funds, personnel and physical items used in implementation.

Outcome: Actual or intended changes in development conditions that an intervention(s) seeks to achieve through the production and utilization of multiple outputs. The contribution of several partners may be required to achieve an outcome. Outcomes are shorter term and less far reaching and are lower on the hierarchy of results than impact.

Output: Tangible product (including services) of an intervention that is directly attributable to the initiative. Outputs relate to the completion of activities and are the type of results over which managers have most influence. An example of an output for a project for trade union management may be the number of trade union leaders trained. Multiple outputs are usually required for the achievement of development outcomes or development impact.

Result: A broad term used to refer to the achievements of a programme or project and/or activities. The terms “outputs”, “outcomes” and “impact” describe more precisely results at different levels hierarchy.

Target: The objective a program/intervention is working towards, expressed as a measurable value; the desired value for an indicator at a particular point in time.

Theory of Change: A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals and development changes. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes, outputs) that must be in place (and how these related to one another causally) for the goals to be achieved. Theories of change are generally developed in reverse from the highest level of programme hierarchy, or development goals and impact through outcomes and outputs to the activities and inputs that are required to achieve them.

Before finalizing the results framework, it is important to check that CPOs of DWCPs are evaluable. Assessing the evaluability of CPOs means examining how clearly the CPOs and their underlying logical frameworks are expressed,

whether reliable metrics (indicators, baselines, milestones and targets) have been developed and/or are available and whether adequate reporting processes are in place. The evaluability assessment can also support the Office and the tripartite steering committee allowing them to report more comprehensively on DWCP achievements, and to improve their ability to generate lessons learned which can be fed back into the DWCP for improvement purposes. The evaluability checklist in Annex 7 should be used to guide the development of a DWCP results matrix or framework. Further guidance on undertaking an evaluability assessment can be found in EVAL [Guidance Note 11](#).

Box 2. CPO formulation	
<u>Good cases</u>	<u>Poor cases</u>
▪ The descriptions of the CPOs include information on the context, including disaggregated data and gender-inclusive analysis that can be used to establish the situation prior to the intervention and to identify the problem or issue to be addressed by the outcome. ▪ The descriptions of the outcomes present the detailed strategy to follow <i>based on a thorough theory of change</i> in order to achieve the intended results. ▪ The CPOs have been formulated in a clear and specific way, with information on what will be done, and who will be the partners. ▪ Information on indicators is SMART and that on baselines and targets is complete and appropriate.	▪ There is limited or gender-blind information on the context. It is difficult to identify the problem or issue to be addressed. ▪ The outcomes are formulated in a too general manner, using vague terms without specific subjects or sectors to be served, or just stating general areas of work. ▪ The descriptions of the outcomes do not provide evidence that the strategy is based on a sound theory of change. ▪ The indicators are too general to be measured and do not include terms or estimated dates of accomplishment. ▪ Baselines are not defined, neither is there a plan to establish them. ▪ Targets are unrealistic, either under-ambitious or overly ambitious.

The complete set of priorities and country programme outcomes, along with indicators, baselines, targets, and means of verification is reflected in the DWCP results matrix to be appended as an annex to the DWCP document. This results matrix also includes the overall estimated resource framework, broken down into i) total estimated costs of implementing the DWCP; ii) resources estimated to be available to the ILO through various sources of funding; and iii) resources to be mobilized.

MANAGEMENT, IMPLEMENTATION PLANNING, MONITORING, REPORTING AND EVALUATION ARRANGEMENTS

Once the DWCP priorities and outcomes together with the corresponding indicators, baselines and targets have been elaborated, each DWCP document should include a description of the arrangements to be put in place to oversee the implementation of the programme, including through a tripartite steering committee.

This section of the DWCP document will also outline how the programme will be implemented through the programming cycle, including monitoring and evaluation arrangements and with respect to key synergies, collaboration and/or coordination arrangements with other partners and in the context of the UNDAF.

Any generic assumptions and risks inherent to the successful and effective implementation of the programme outcomes (including national and sub-national economic, political, social and environmental risks) should also be outlined in this section. While a detailed description of risks and assumptions at the level of each CPO is normally not included in the DWCP document, it needs to be thought through at this stage of the process. Further information can be found in PARDEV guidance note on [Risk Identification and Management](#).

The term risk denotes two aspects: uncertainty about its occurrence and the impact generated by its occurrence. From this perspective, risk can be defined as the probability of occurrence of an undesirable event that is “external” to the DWCP and that will hinder in some way the achievement of its objectives. In contrast to risks, “assumptions” are those events or situations whose occurrence or satisfaction is necessary for the achievement of DWCP results. The assumptions and risks are outside of the control of the Office but the assumptions are formulated as positive conditions and are to be directly related to the DWCP itself.

This section is normally covered in two pages.

FUNDING PLAN

The purpose of this section of the DWCP document is to briefly explain the resource mobilization strategy that will be pursued to fund the implementation and evaluation of the DWCP. This information is further detailed, updated and tracked during the implementation phase. This is explained in more detail in the section on implementation, monitoring and reporting in Chapter 3 of the guidebook. This section is normally covered in less than one page.

Funding the DWCP process

The DWCP process runs from design through to evaluation. Funding for DWCPs, including through resource mobilization, engagement with development partners and relevant government entities as well as contributions in kind, needs to be considered at the earliest stage possible of the DWCP design process.

An initial investment is normally required upfront to support the development of a DWCP. From the preliminary stage of the process, ILO staff need to engage in consultations with the tripartite constituents. Different kinds of awareness-raising, capacity building and policy dialogue activities are undertaken through to the end of the DWCP

design phase. The level of resource investments during this phase varies by country, depending on the needs and capacities of constituents in each country. Such an investment is valuable, though, as it helps ILO staff better understand and respond to constituents' realities and needs. It also helps forge consensus amongst constituents on the priorities and results they aim to achieve through the DWCP. This in turn can lead to increased constituents' ownership of the DWCP and commitment to produce quality DWCP documents.

The development of the implementation plan provides another opportunity to further detail resource information. Such a plan needs to be formulated in light of realistic estimates of resources. In any case ILO staff will have to be prepared to explain to constituents the need to be realistic on financial resources, using also data of past expenditures for estimating future funding needs. Discussions about possible CPOs and their strategies, and resource requirements, need to take into account all the resources currently being used and those that might be available. This will ensure that items such as current and possible development cooperation activities are included in the overall assessment, which should then lead to the development of a local resource mobilization strategy for the DWCP.

The implementation of a DWCP is normally funded through a variety of integrated resources, including national budgets and often on the basis of cost-sharing arrangements with constituents. ILO development cooperation projects often contribute in a substantive way towards achieving DWCP results; this is why it is important to align development cooperation projects with outcomes in the DWCP. In some cases, a government and/or donor(s) might agree to fund large parts or even the whole of a DWCP.

The implementation of the 2030 Agenda will increasingly rely on multi-stakeholders and multi-funding modalities, as called for by the [Addis Ababa Action Agenda on Financing for Development](#), adopted in July 2015. This will include domestic public resources, domestic and international private business and finance, and international development cooperation funding. Pooled and agency-specific funding mechanisms are likely to be increasingly used to fund the UNDAFs.

In a context of growing competition for resources and expanding multi-stakeholder partnerships and issue-based alliances, ILO staff will need to develop a strategic approach to partnerships that can contribute to the integrated pursuit of the four ILO strategic objectives at the country level. A DWCP that is aligned with the UNDAF and other national policy frameworks is a good basis to build a strategy of engagement with the UNCT and development partners and to seek funding for larger (and integrated) programmes.

ADVOCACY AND COMMUNICATION PLAN

Each DWCP includes a brief advocacy and communication plan to outline key messages, target groups/stakeholders for advocacy purposes and methods for communicating the Decent Work Agenda in the context of the country programme. This section is normally covered in less than one page.

DWCP documents are important tools for advocacy and communication of the ILO's work to a wide range of stakeholders, including donors and development partners. To the extent possible they are produced in the relevant language(s) of the country and in an attractive format, both in printed form and as a web-based document. It is crucial to ensure the accessibility of DWCP documents – in modified or adapted forms if necessary - to as wide an audience as possible, including for people with disabilities. A formal launch of a DWCP is often an opportunity to get visibility and national attention on the Decent Work Agenda and the role of constituents therein.

DWCPs are public documents that are posted on the ILO website (www.ilo.org/dwcp) as well as on the relevant Country Office website. When developing communication materials locally, Country Officers should consult the regional communication officers or the Department of Communication and Public Information in Geneva. The online DCOMM Decent Work communication platform provides access to tools and guidelines for communicating decent work. The platform can be accessed at <https://papyrus.ilo.org/dcomm>.

3. GOVERNANCE AND OVERSIGHT OF DWCPs

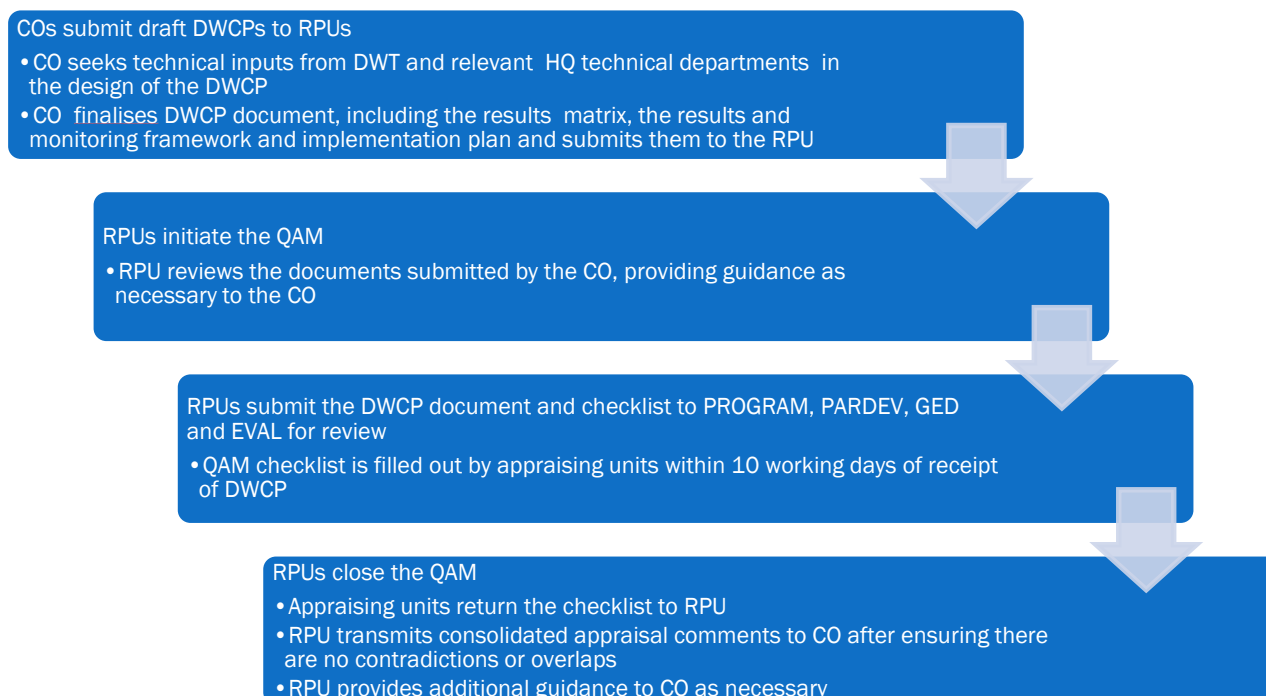
QUALITY ASSURANCE MECHANISM

A quality assurance process is undertaken for all DWCPs to make sure that each document meets standard quality requirements. The Quality Assurance Mechanism (QAM) is a tool that focuses on the process to follow to produce a quality DWCP before it is finalized – that is, to ensure that the right things are being done, in the right way.

As shown in Figure 4, Regional Programming Units (RPU) initiate the QAM process upon receipt from the Country Office (CO) Director of a draft DWCP document, including the DWCP results matrix. Both the expanded results and monitoring framework and the detailed implementation plan are submitted on the same occasion, although these are documents for use by the Office and the tripartite steering committee only. RPUs are responsible for coordinating comments from the Regional Office, including on the RBM approach and the linkage of the DWCPs to regional priorities as set by ILO regional meetings. These comments are included in the QAM checklist (See *Annex 8 for quality assurance mechanism checklist*).

RPUs submit the document and the checklist to PROGRAM, PARDEV, GED and EVAL for their review. The review comments are returned to the RPUs within 10 working days for subsequent submission to the originating CO. Any comments received after that period will not be considered in the revision of the draft DWCP. Upon receipt of the comments, RPUs close the QAM process.

Figure 4 – QAM process



APPROVAL OF DWCPs

The CO is required to revise the draft DWCP document and its appended DWCP results matrix, the results and monitoring framework as well as the implementation plan not later than one month after the completion of the QAM.

When submitting the final draft of the DWCP document to the Regional Director for approval, the CO Director should indicate how the comments from the QAM have been taken into account in the final draft, including where relevant, clarifications as to why certain comments cannot be taken on board. Once the DWCP is approved by the Regional Director, it is recommended that a Memorandum of Understanding (See *Annex 3 for a model form of DWCP MOU*) is prepared for signature by the authorised representatives of the Office and constituents.

The RPU submits the approved DWCP, including the DWCP results matrix, and the MOU to PROGRAM. Thereafter, these documents are posted on the [DWCP website](#). Country Offices should also make the DWCP and MOU available on the Country Office website.

DWCP GOVERNANCE

Programme governance refers to the practices and processes undertaken to ensure that programmes are managed effectively and efficiently. DWCP governance entails developing and operating systems and methods through agreed institutional arrangements with ILO constituents. There are no standard ways to govern a DWCP. However there are standard practices in programme management and emerging practices in the ILO with respect to the DWCP governance.

National Tripartite Steering Committees

As underscored in the 2016 [Resolution on Advancing Social Justice through Decent Work](#), the governance of a DWCP is normally fulfilled through the actions of a tripartite body, which is tasked with overseeing and steering the implementation of the DWCP, usually with the support of the Office. These functions are often exercised by a body already existing within national institutions such as a tripartite economic and social dialogue committee. In countries where such a body does not exist, a dedicated DWCP tripartite steering committee is often set up.

Effective DWCP governance and institutional arrangements yield a number of benefits as they:

- Establish clear, well-understood arrangements and agreements as to how the responsible CO and national constituents, as well as other relevant partners, where appropriate, will oversee the country programme and the degree of autonomy that the DWCP implementers will be given in the pursuit of its outcomes and the implementation of the strategies to achieve those outcomes;
- Ensure that the priorities and outcomes of the DWCP remain aligned with the strategic priorities of the country and of the Organization, the technical and operational capacities of constituents and of the Office, and the estimated resource that can be committed to the DWCP;
- Endorse and enable the activation of new programme components, including development cooperation projects, policy, advisory and research work, and other programme work;

- Create a venue for implementing partners for communicating and for exchanging on programme risks, uncertainties, changes and opportunities that can impact both negatively or positively on the DWCP;
- Address issues and obstacles that may arise during the DWCP implementation;
- Promote periodic reviews of the progress of the DWCP in achieving its outcomes, thereby enabling the ILO to assess its performance and define the level of support required to improve it;
- Provide a platform for overseeing, monitoring and evaluating ILO work in a country;
- Facilitate the engagement of DWCP stakeholders, beyond ILO constituents only, to leverage financial resources, technical expertise and partnerships.

The establishment of an effective governance structure is particularly important for a DWCP since its environment is often characterised by high levels of complexity and uncertainty, requiring continuous adaptation in the course of implementation to respond to or adjust programme delivery to new situations. A further reason for effective programme governance structures and mechanisms is that they are conducive to a common tripartite vision of the DWCP. This in turn helps achieve a more coherent alignment of the country programme priorities, outcomes and strategies with the country's context and realities. The governance structure and mechanisms also allow periodic balancing of DWCP demands with ILO's and constituents' capacities, thereby enabling them to monitor and effect changes to the activities and projects performed as a part of a DWCP.

DWCP governance processes are different from development cooperation project governance or project steering committees. Project steering committees focus more on control to ensure that the execution of the projects is carried out in accordance with the defined constraints of scope, time and budget. Instead programme governance provides important means through which the programme seeks to enhance buy-in, ownership, and support for dynamically adapting and changing programme strategies and plans in response to new situations, opportunities and emerging trends.

Country Offices should support the setting up of a tripartite steering committee to engage in the DWCP design, oversee its implementation and the programme closure after an end-of-programme review. Such tripartite steering committees need to have terms of reference that clearly set out the governance structure and its mechanisms. An example of TOR of the tripartite steering committee, to be adapted as necessary, is available in Annex 6.

In defining the DWCP governance structure and mechanisms, it is worth asking how:

- The tripartite steering committee and mechanisms will be established;
- The responsibilities of the tripartite steering committee will be defined and assigned;
- The tripartite steering committee will liaise with the programme management of the responsible Country Office;
- Individual roles are assigned to the tripartite steering committee members;
- Programme components, such as development cooperation projects and other related DWCP work are governed by the committee;
- Information generated and knowledge developed through the DWCP will be exchanged and managed among the committee' members and other relevant stakeholders; and
- Capacity of the steering committee members will be developed.

Institutional arrangements are likely to be built around the tripartite steering committee. This means that the committee should assume responsibilities for certain activities critical to the successful identification of priorities

and outcomes, the selection of the relevant technical strategies, the programme initiation phase and the monitoring of implementation of programmes components that are within the umbrella of the DWCP.

Roles and responsibilities within the Office

DWCPs are an Office-wide responsibility. At the same time, specific roles and responsibilities are defined for various management positions along with the principal functions for different organizational entities within the Office.⁸

Key elements of the roles, responsibilities and principal functions relating to DWCPs are highlighted below.

Country Office (CO) Directors are responsible for all stages of the DWCP cycle. They ensure that the ILO constituents are provided with high-quality, timely, well-coordinated and integrated services responsive to their needs and tailored to their realities. CO Directors are responsible for submitting a draft DWCP document to RPUs, which in turn, initiate the QAM process. CO Directors also submit the final DWCP to the Regional Director (RD) for approval. They are also responsible for submitting annual progress reports to the RD.

Decent Work Technical Support Teams (DWTs) provide technical support and policy advice, in collaboration with technical specialists at headquarters, in the design and implementation of DWCPs in response to the needs of ILO constituents. Within the teams, technical specialists from the Bureau for Employers' Activities (ACTEMP) and the Bureau for Workers' Activities (ACTRAV) take the lead role in integrating the perspectives of employers' and workers' organizations into DWCPs.

Regional Directors (RDs) articulate the regional dimension of the Office-wide strategies set out in the Strategic Plan and the biennial Programme and Budget, ensuring its alignment with and support to ILO goals and priorities identified in the DWCPs. RDs approve DWCPs. The RD should share a copy of all new DWCPs with the DDG/FOP.

Regional Programming Units (RPUs) support the Regional Directors in all matters related to DWCPs. They coordinate programme planning by CO, which is reflected mainly in DWCPs and directed at the delivery of results within the framework of regional priorities and linked to overall ILO goals. In coordination with COs and DWTs, they initiate the QAM. Once approved by the RDs and on their behalf, RPUs submit DWCPs to PROGRAM. RPUs also provide overall guidance for the formulation, implementation and monitoring of DWCPs and for Country Programme Reviews (CPRs) and report on the status of DWCP development in each region. These reports are consolidated by PROGRAM and made available on the DWCP public website on a periodic basis.

Outcome Coordinating Teams (OCTs), under the guidance of the Senior Management Team (SMT), are responsible for providing support to DWCP managers (CO Directors) for the achievement of the related CPOs, in the context of the development and implementation of outcome-based work plans.

PROGRAM is responsible for the overall policy on DWCPs. It provides guidance on the various stages of the DWCP lifecycle. This includes support, training and knowledge sharing on issues such as the QAM, the coherence between DWCPs and the Programme and Budget, the monitoring of DWCPs in the context of the periodic OBW reviews and the Strategic Management Modules of the Office's Integrated Resource Information System (IRIS). It maintains the status of DWCP development by region and the DWCP website.

⁸ [Director-General's announcement IGDS Number 442 \(Version 2\)](https://www.ilo.org/intranet/english/reform/download/dg-minute-en.pdf): Update on the structure, composition and geographical location of ILO offices Director-General's minute on field operations. Clarifying roles and responsibilities: <https://www.ilo.org/intranet/english/reform/download/dg-minute-en.pdf>.

EVAL is responsible for all aspects related to managing independent evaluations of DWCPs and, together with Regional Evaluation Officers, for providing guidance on CPRs.

PARDEV provides a “one stop shop” for all aspects of development cooperation and partnerships in support of DWCPs. It is also responsible for providing guidance on development cooperation policy and procedures, support and guidelines on project cycle management practices, guidance and information on potential donor funding, donor criteria and resource mobilization strategies.

Global Management Team/Senior Management Team (GMT/SMT). All new DWCPs should be submitted to the SMT through the DDG/FOP for information. The SMT provides strategic guidance on implementation, where relevant. Through the GMT/SMT, all Regional Directors report on a yearly basis on the development of DWCPs in their respective regions. The GMT/SMT follows up on the implementation of recommendation from High Level Evaluations of DWCPs.

It is important to recall that the ILO Gender Equality Policy and Action Plan places responsibility and accountability for successfully mainstreaming gender equality on senior managers, regional directors and programme managers, with ILO gender specialists and focal points expected to play a catalyst role.

IMPLEMENTATION, MONITORING AND REPORTING

Throughout the implementation phase, the various programme components are planned, integrated and managed in order to achieve the results expected from a DWCP. The CO also develops detailed plans for monitoring of results and implementation (See *Annexes 4 and 5*). These build on the results matrix appended to the DWCP document and further expand it through more specific information at the level of each outcome.

The CO Director and the tripartite steering committee (where one exists) provide support to and oversee implementation to ensure coordination, coherence, alignment and facilitate the successful delivery of the programme. All ILO work in the country, including contributions from partners, if relevant, should be - to the extent possible - integrated under the DWCP umbrella to facilitate the management and the delivery of the intended DWCP outcomes.

At this stage of the process, the main actions to be undertaken include:

- Developing complete technical proposals in line with the results matrix, with work plans and budgets for programme components when resources are available or in order to mobilise resources at the programme components level;
- Keeping the programme components integrated within the DWCP, in line with the directions agreed upon to deliver the CPOs;
- Executing the programme management activities, addressing and mitigating risks;
- Facilitating interaction and synergies between programme components to accomplish the results of the CPOs and to position the DWCP for a successful completion;
- Accommodating uncertainty and managing change.

The CO and the tripartite steering committee will need to continuously monitor and update the results and monitoring framework and the implementation plan, and periodically update them and re-plan, if necessary, in order to integrate necessary adjustments to the programme. They should focus on managing the different programme components in a consistent and coordinated way, as these cannot be managed as isolated and fragmented initiatives.

Elements of progress reporting are tracked through the IRIS and through periodic OBW reviews. Reportable results at the country level inform the biennial report on the ILO Programme Implementation, which is submitted to the Governing Body and to the International Labour Conference in even-numbered years.

COs should prepare annual progress reports on DWCP implementation that align with UNDAF reporting requirements.⁹ The CO Director submit such progress reports to the Regional Director.

Box 3. DWCPs and IRIS

The information in the results and monitoring framework:

- Mirrors the information required in the Planning Module of IRIS (SM/IP);
- Provides the basis for the periodic OBW reviews;
- Guides the work of the tripartite steering committee (where one exists);
- Informs the Country Programme Reviews (CPRs); and
- Feeds into the Reporting Module of IRIS (SM/IR) which is used to prepare the biennial report on the ILO Programme Implementation.

The [Strategic Management Implementation Planning module in IRIS](#) (SM/IP) is used to track CPOs, partly for the purposes of the OBW reviews. CPOs entered in SM/IP should be derived from a DWCP. However, it is recognised that this will not always be possible (such as when there is no DWCP in place or because of the need to create a new CPO before a (new) DWCP is finalised).

The OBW reviews provide an opportunity to track progress of CPOs. In preparation for OBW reviews during the biennium, the results and monitoring plans should be updated. This should inform the “traffic light” system, which is used in SM/IP to track progress of the target CPOs (and this is also reflected in the results and monitoring template). This system indicates whether the CPO is:

- GREEN (progress on track and results, as per the P&B measurement criteria, likely to be achieved during the biennium);
- YELLOW (progress has been made, but there is need for some attention and a risk that the CPO will not achieve results by the end of the biennium); or
- RED (off track; work has not started or is stalled, indicating that there is a likelihood that results will not be achieved during the biennium).

For more information, see [Programme Governance Manual](#)

⁹ The latest format and guidance is available at: <https://www.ilo.org/intranet/english/bureau/program/dwcp/download/undafformat.pdf>

At the end of the DWCP cycle, a formal closure is required in order to reflect on the achievements and difficulties experienced and to lay the ground for the preparation of the new DWCP. Such a closure normally takes place in the form of an end-of-programme review. In some cases the ILO may also carry out an independent evaluation of the DWCP. In both cases, the constituents need to be fully involved in the process.

Country programme review (CPR)

A CPR is a participatory tool used to review the design of a DWCP, examine performance against expected outcomes, ascertain what has been achieved, whether outputs have led to the expected outcomes, and whether the strategies and partnerships have been effective and efficient based on the comparative advantages of the different partners. The design of a CPR should consist of the following elements: the criteria and questions to be addressed, the approach/procedure to be followed, data collection/analysis requirements and the deliverables, which may include a tripartite workshop. For more information on CPRs, see [EVAL Guidance Note 17](#).

A CPR provides evidence and data to inform decisions so as to improve performance and efficiency. It is also a useful means by which constituents and partner agencies provide their feedback on collaboration and coherence within a larger multi-agency context. Furthermore it enables constituents and partners to consider strategies and actions needed in the future.

A CPR would normally be undertaken towards the end of the implementation of the DWCP but could be undertaken at any time depending on the circumstances. For example, it could be conducted at mid-point in the cycle or as a result of unexpected developments in the country that have major implications for the ILO's work and which might imply a reworking of priorities and/or outcomes.

Roles and responsibilities

A CPR Task Force should be established. This is an informal team composed of representatives from the Regional Office (including the Regional Evaluation Officer) and from the Country Office. The Task Force should consult closely with the Tripartite Steering Committee. The roles and responsibilities of the Task Force include:

- Appointing a Task Focal Point Person;
- Approving ToRs and consultants;
- Approving reports;
- Submitting final reports to EVAL for inclusion in the i-track database;
- Following up on recommendations contained in the review.

Country programme evaluation

Independent DWCP evaluations assess the extent of ILO contributions towards supporting national development within the Decent Work Agenda and in relation to the broader sustainable development agenda as reflected in UNDAFs. Evaluations also promote joint learning, ownership and commitment, including with respect to constituents. They provide transparent information about the results of ILO's work to both constituents and partners and are expected to inform the ILO's future work. See [EVAL Guidance Note 1: Monitoring and Evaluation of Decent Work Country Programmes](#) for further information.

Roles and responsibilities

DWCP evaluations are governance-level evaluations that aim to generate insights into organizational level performance within the context of the results-based management system. Findings from high-level evaluations (HLE) contribute to high-level decision making on policies, strategies and accountability measures. ILO senior management and the Governing Body have the responsibility to identify priorities for HLE, and to determine the timing and intended uses of each evaluation. EVAL is responsible for managing independent DWCP evaluations. EVAL confirms the country choice, drafts Terms of Reference, selects evaluators and undertakes other relevant tasks. Regional Offices provide input regarding the scope, methodology and purpose of independent evaluations for the Terms of Reference.

The results of DWCP evaluations are reported to the Governing Body by EVAL. EVAL is responsible for summarizing and disseminating the independent evaluations' main findings and recommendations at global level (e.g. through discussion of the evaluations during Governing Body sessions, its annual evaluation report and its website). Regional Offices are responsible for disseminating results within their region. EVAL also monitors follow-up on the recommendations and reports progress towards addressing them to the Evaluation Advisory Committee (EAC). COs constitute the interface with national constituents in planning and implementing the evaluation of DWCPs, including their follow-up. Details regarding the process to be followed for DWCP evaluations can be found in the [High-level Evaluation Protocol for DWCP Evaluation](#).

Timing

EVAL is expected to undertake a minimum of one independent DWCP evaluation each year. Since 2013, EVAL has expanded the coverage of these evaluations by clustering several DWCPs within a region or sub-region. Independent evaluations typically take place over a four to six month period.

Financing

DWCP evaluations are financed from EVAL's budget but regions are expected to contribute through extra-budgetary and/or regular budget resources.

Decent Work Country Programme

[year] to [year]

[Insert name of country]

[Date of publication]

1. Introduction (Less than 1 page)

 Specify the timing period covered by the DWCP and makes reference, if applicable, to when the previous DWCP was completed and evaluated.

Describe the preliminary consultations held with constituents, and if appropriate other stakeholders, and their implications for the DWCP process and priorities.

2. Country context: diagnostic and situation analysis (4-6 pages)

 Describe an analysis of the country context, including the following:

- an evidenced-based analysis of the situation in the country covering a) the social, political and economic context and each of the four ILO strategic objectives. The analysis integrates the crosscutting issues (international labour standards, gender equality and non-discrimination, and tripartism and social dialogue), environmental sustainability and other areas of relevance to achieve the Sustainable Development Goals such as poverty reduction and inequality.
- the status and relevance of national development frameworks and other existing planning framework, such as the UNDAF, Multilateral Development Bank Partnership Documents.
- relevant lessons learned from previous DWCP implementation, including from country programme reviews and independent evaluation of DWCPs;
- ILO comparative advantage in the country, in particular within the UNCT and vis-à-vis other partners;
- any important risks to the achievement of ILO objectives, including environmental and climate change risks where relevant.

3. Country priorities and Country Programme Outcomes (CPOs) (6-8 pages)

 Describe here up to three DWCP priorities based on the country diagnostic, aligned with national development priorities or Goals and with the policy outcome of the ILO's Strategic Plan.

Under each DWCP priority, define and list up to 3 Country Programme Outcomes (CPOs) formulated in concise and precise language. The outcomes should give effect to the interdependent, interrelated and mutually supportive nature of the Decent Work Agenda.

For each outcome:

- elaborate a clear theory of change explaining the logic and underlying assumptions of how and why change might happen as an outcome of the interventions (i.e. articulation of the logical sequence from outputs to outcomes).
- define, 1 to up 3 indicators to measure performance, with a baseline and a target each. Include this information in the DWCP results matrix annex together with related information on the resource framework.

4. Management, Implementation planning, monitoring, reporting and evaluation arrangements (2 pages)

a. Implementation, performance monitoring and evaluation arrangements, including roles of IL O constituents (1 page)

✎ Describe briefly management arrangements for the planning, monitoring and reporting of DWCP implementation, including the set-up of national tripartite steering committee, schedule for Country Programme Review (CPR) and any evaluation activities.

b. Risks (1 page)

✎ Add briefly a risk assessment description, with a focus on those risks specific to the achievement of the outcomes, as well as a strategy to mitigate these risks.

5. Funding Plan (Less than 1 page)

✎ Add here a short resource strategy, including a resource mobilization plan.

6. Advocacy & communication plan (Less than 1 page)

✎ Provide briefly a short advocacy and communication strategy. This should describe how the planned work and results will be communicated at the country level and what advocacy work might be needed with constituents and all other stakeholders.

APPENDIX

PUBLIC	INTERNAL
• Template for DWCP results matrix • Model form of MOU of DWCP	• DWCP results monitoring plan • DWCP implementation monitoring • TOR of DWCP steering Committee

ANNEX 2: TEMPLATE FOR THE DWCP RESULTS MATRIX

DWCP Priority 1:					
Relevant National development priority and/or UNDAF Outcome (as applicable):					
	DWCP Outcome 1.1:		Partners:	Integrated resource framework	
				Estimated to be available	To be mobilized
				US\$	US\$
	Indicator 1.1.1		Baseline:	Target:	
	Indicator 1.1.2		Baseline:	Target:	

[Repeat for each priority up to maximum 3 priorities and maximum 3 outcomes per priority]

ANNEX 3: MODEL FORM OF MOU OF DWCP

Prior to concluding an MoU using this model, please ensure it has been approved by JUR (JUR@ilo.org)

Whereas the Government of *[name of the country]* (Government), the undersigned workers' and employers' organizations, and the International Labour Organization (ILO), represented by the International Labour Office (referred collectively as the Parties), wish to collaborate in order to promote and advance decent work in *[name of the country]*.

Whereas *[reference may be made, in this and additional paragraphs, to prior DWCP pre-existing agreements/commitments pertaining to the country, such as regional agenda or jobs pact, or agreements concerning privileges and immunities – clause to be finalized by JUR]*

Now therefore, the Parties hereby agree as follows:

1. The Parties affirm their commitment to collaborate in the implementation of the Decent Work Country Programme (DWCP). The following are agreed as priorities of the DWCP:

2. The ILO agrees to assist in the mobilization of resources and to provide development cooperation in the implementation of the DWCP, subject to its rules, regulations, directives and procedures, the availability of funds and conditions to be agreed upon in writing.

3. In relation to DWCPs and to any related activities of the ILO in the country, the Government will apply, to the Organization, its personnel and any person designated by the ILO to participate in ILO Activities, the provisions of *[clause on privileges and immunities to be finalized by JUR based on the country context]*.

[State, as applicable, any other commitments by other Parties. For intellectual property matters, consult with JUR as to introducing a relevant clause].

4. This Memorandum of Understanding (MoU) may be modified by agreement between the Parties.

Nothing in or relating to this MoU shall be construed as constituting a waiver of the privileges and immunities enjoyed by the ILO.

The DWCP document is attached to this MoU. In the event that the terms contained in the DWCP document are incompatible with the terms of this MoU, including the provisions referenced in article 3, then the latter shall govern and prevail. The original of the MoU has been written and signed in *[English, French or Spanish]*. If this MoU is translated into another language, the *[English, French or Spanish]* version shall govern and prevail.

This MoU, superseding all communications on this matter between the Parties, shall enter into force with effect from its signature by the authorized representatives of the Parties.

For and on behalf of the Government

For and on behalf of the International Labour Office

Its Authorized Representative

Its Authorized Representative

Its *[Title]*

Its *[Regional Director/authorized representative]*

In [Location]	In [Location]
On [Date]	On [Date]
For and on behalf of [name of employers'/workers' organization]	For and on behalf of [name of employers'/workers' organization]
_____	_____
Its Authorized Representative	Its Authorized Representative
Its [Title]	Its [Title]
In [Location]	In [Location]
On [Date]	On Date]

ANNEX 4: TEMPLATE FOR THE DWCP RESULTS MONITORING PLAN

First preparation date:											
Revision date:											
		Means of verification (Data sources, frequency and collection methods incl. any M&E link to TC projects)	Responsible staff/entity	Baseline and date	Milestones				End target and date	Cost for monitoring (US\$)	
					Year 1	Year 2	Year 3	Year 4		Required	Available funds
CP priority 1:											
CP outcome 1.1:											
	CP outcome indicator 1.1.1:										
	CP outcome indicator 1.1.2:										
CP outcome 1.2:											
	1.2.1:										
CP priority 2:											
CP outcome 2.1:											
	2.1.1:										
	2.1.2:										

ANNEX 5: TEMPLATE FOR THE DWCP IMPLEMENTATION MONITORING PLAN

		Implementation - planned/actual N.B. Expand the timeframe as per DWCP										Responsible Unit/Official	Resource framework (all sources of funds)			CP Outcome indicator/ annual milestones to which outputs contribute	Remark
		Year 1				Year 2							Available		Gap (US\$)		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Staff w/m	Other resources (US\$)						
CPO value:																	
Output 1:	planned actual																
Output 2:	planned actual																
Output 3:	planned actual																
(Repeat for each CPO)																	
Output 1: _____	planned actual																
Output 2: _____	planned actual																
Output 3: _____	planned actual																
Output 4: _____	planned actual																
Output 5: _____	planned actual																

ANNEX 6: EXAMPLE OF TOR OF A DWCP TRIPARTITE STEERING COMMITTEE

Country X DWCP

Background

The Decent Work Country Programme (DWCP) 2015-2017 is a programming tool, which was developed through a series of consultations with the tripartite constituents and contains the strategy for interventions planned to be undertaken.

Within the overarching theme of Decent Work for All, the DWCP will concentrate on the following Country Programme Outcomes (CPOs) for the period 2016-2019:

- (1)
- (2)
- (3)

To realize the objectives of the DWCP, the Government and social partners decided to so set-up a Steering Committee for the DWCP 2016-2019.

A. Composition and Membership:

The Steering Committee for the Decent Work Country Programme 2015-2017 (hereafter called the “Steering Committee”) shall be composed of seven persons nominated as follows: The Government (two), the Organisations of Employers (two), the Organisations of Workers (two) and the ILO (one).

B. Roles and Responsibilities:

1. Promote the Decent Work Country Programme (DWCP) to all Government Ministers, Members of Parliament, various Government departments, agencies and institutions, members of employers’ and workers’ organisations, other stakeholders and the public at large in order to create greater awareness, understanding and visibility and to ensure the Programme’s impact is as wide-ranging as possible;
2. Provide policy guidance to the ILO Office and the implementing partners in order to ensure the DWCP remains aligned with national priorities;
3. Ensure that the priorities and goals set out in the DWCP are integrated in other national efforts such as the National Strategy for Employment and Development of Human Resources, the ONE UN and EU-Stabilisation and Association Agreement;
4. Regularly monitor the implementation of the DWCP as per the monitoring plan and accompanying results and monitoring framework;
5. Ensure the active participation of all key stakeholders;
6. Advise on any adjustments to areas of work in support of the outcomes;
7. Periodically review and evaluate activities and their impact in the country.

C. Frequency of meetings

The Steering Committee shall meet on a regular basis twice a year (May and November). The Minister of Labour may also convene meetings of the Steering Committee on an ad hoc basis to address issues of major concern at the request of the majority of the members of the Steering Committee.

ANNEX 7: CHECKLIST FOR EVALUABLE RESULTS AND MONITORING FRAMEWORK

The EVAL Guidance Note 11 *Using the Evaluability Assessment Tool* explains how to use a conceptual framework and an evaluability instrument that can be applied to both DWCPs and projects. This tool includes questions and elements to be taken into account when formulating a results framework. The Evaluability assessment conducted by EVAL in 2013 proposed changes in the weights used in the instrument, but the rest of the criteria questions and elements are still completely valid:

The guidance note “Dimensions of the Evaluability Assessment Tool” describes in a detailed way the criteria (dimensions) of this tool. This guide is the tool that most accurately responds to the findings of the EA related to outcome formulation, so its use is highly recommended to assess the evaluability of a CPO.

Here is a checklist to assess the evaluability of a CPO:

Checklist for an Evaluable Results Framework	
This checklist has been developed by EVAL to be used by PROGRAM during the process of evaluability assessment of Country Programme Outcomes (CPOs).	
1.0 Situation	
☐ 1.1 The problem/issue has been clearly identified. ☐ 1.2 The causes of the problem are explained. ☐ 1.3 The target group (individual, household, group, community, society in general) affected by the problem has been identified. ☐ 1.4 The stakeholders related to the problem have been identified, along with their respective concerns and participation. ☐ 1.5 Past facts, knowledge and experiences related to the problem are presented.	
2.0 Objectives/Outcomes	
☐ 2.1 The titles of the CPOs indicate the concrete situations to be achieved. Avoid general terms (strength, promote, improve) and specify the target groups of the intervention. ☐ 2.2 The results described in the titles are easy to verify and measure. ☐ 2.3 The strategy presents the specific actions to be conducted, the products to be delivered and the measurable and verifiable conditions that will be achieved after the intervention. ☐ 2.4 The identification of the target groups to be affected by the intervention includes specific beneficiaries, sectors, and areas of work and/or geographical zones. ☐ 2.5 A responsible for the achievement of the outcome has been identified. ☐ 2.6 There is a description of the alliances and the participation of partners within and beyond the organization. ☐ 2.7 There are links to the related outcomes of the current P&B and SPF, and to ACI, whenever appropriate. ☐ 2.8 The related outcomes of the DWCP or OBW have been identified. ☐ 2.9 The development cooperation projects that contribute to the CPO are listed.	

3.0 Indicators
☐ 3.1 At least one indicator and no more than three have been selected for each outcome. ☐ 3.2 The indicators are Specific: There is a clear definition of what is being measured. ☐ 3.3 The indicators are Measurable: They are able to be counted or quantified. ☐ 3.4 The indicators are Attainable: The targets have been identified and can be accomplished within the period of the DWCP or OBW. ☐ 3.5 The indicators are Relevant: There is a relationship between the indicator and the outcome to be measure. ☐ 3.6 The indicators are Time-Bounded: The date when the target will be accomplished has been specified.
4.0 Baselines
☐ 4.1 A baseline has been established for each indicator. ☐ 4.2. The baseline is related to the context in the CPO description. ☐ 4.3. If the baseline is not available, there are indications on how the data will be collected prior to execution.
5.0 Milestones
☐ 5.1 A set of milestones (at least 1 yearly) is provided for each indicator. ☐ 5.2 The milestones can be used as a progress monitoring tool. ☐ 5.3 The milestones provide a clear sense of the path towards achieving outcomes.
6.0 Risks and assumptions
☐ 6.1 The risks that can affect the achievement of the outcome have been identified. ☐ 6.2 The risks have been quantified in terms of their probability of occurrence and importance in relation with the achievement of the outcomes. ☐ 6.3 Mitigation measures have been planned for each medium and high level risk. ☐ 6.4 A follow up template has been prepared, indicating the mitigation measures for each risk, the conditions to be achieved, the risk owner and the deadline for the implementation of the measures.
7.0 M&E plans
☐ 7.1 A complete M&E plan has been prepared for each CPO, listing the respective indicators, means of verification, frequency of collection, baseline, target, milestones, responsible, beneficiaries/partners and resources. ☐ 7.2 The means of verification present data sources that are known and clearly specified. ☐ 7.3 The monitoring data is available at reasonable cost and effort. ☐ 7.4 The monitoring data is planned to be collected at least every year. ☐ 7.5 The responsible for data collection has been identified. ☐ 7.6 The participation of beneficiaries, partners and other stakeholders in monitoring activities has been addressed. ☐ 7.7 The budgetary implications of data collection have been addressed.

ANNEX 8: QUALITY ASSURANCE MECHANISM CHECKLIST

The primary purpose of this checklist is to assist country teams to formulate DWCPs that meet quality criteria. It is a self-assessment tool to be used during the *design* of a DWCP.

In completing the QAM checklist, the CO Director consults with relevant technical specialists, including specialists responsible for employers' and workers' activities, gender equality and non-discrimination, international labour standards, resource mobilisation and evaluation.

Country:						
Quality Assurance Area	Country Director (as reference)	RO	PROGRAM	PARDEV	EVAL	GED
1. Relevance and strategic fit	X	X	X		X	
2. Tripartism and social dialogue	X	X				
3. Substantive focus and content	X	X	X			X
4. Logic model and evaluability	X	X	X		X	
5. Development cooperation, resource mobilization and partnerships	X	X		X		
Quality Assurance Question	Quality Criteria					
1. Relevance and strategic fit						
1.1 Are the DWCP priorities and CPOs consistent with the country context analysis?		The DWCP draft shows a clear link between identified priorities and outcomes and the country context analysis addressed in the DWCP.				
Country Office comments						
RO comments						
PROGRAM Comments						
PARDEV comments						
EVAL comments						
GED comments						
(repeat this format for each question/criteria)						
1.2 Do priorities align with national development frameworks, including the UNDAF and other national development plans?		- The DWCP is coherent with national priorities and contributes to UNDAF in the areas pertaining to ILO's mandate. - The DWCP draft explains how the outcomes defined fit into the broader framework of development assistance to the country.				
1.3 Does the DWCP build on earlier or on-going ILO initiatives undertaken in the country?		The DWCP draft incorporates and reflects on the work previously addressed in the country, including the work covered under the				

	previous DWCPs, and other development partners such as other UN agencies, donor countries, World Bank etc.).
1.4 Does the DWCP focus on the priority areas where the ILO has a clear comparative advantage vis-à-vis other UN partners?	The DWCP clearly articulates ILO capacity and mandate with respect to the outcomes in the DWCP document.
1.6 Does the document follow the methodology as set out in the DWCP guidebook?	The document is clear, succinct and complete, and in line with the steps of the DWCP cycle, especially in terms of the design (country context; country programme priorities; country programme outcomes and the corresponding strategies), as set out in the guidebook.
2. Tripartism and social dialogue	
2.1 Is the DWCP formulated with full involvement of tripartite constituents?	Evidence demonstrates how constituents have played an active role in the DWCP formulation, and their views have been reflected in the document.
2.2 Are the governments, the employers' and workers' organisations clearly identified as major partners and beneficiaries, including with respect to capacity development initiatives?	The strengths, weaknesses, opportunities and threats have been assessed for each constituent in order to correctly identify appropriate roles and support for each of them.
2.3 Do the constituents have the capacity and will to support the implementation and monitoring of the DWCP?	Clear evidence provided to show active role for constituents in a) implementation and b) monitoring of the DWCP
3. Substantive focus and content	
3.1 Do the CPOs support the attainment of the Programme and Budget outcomes and the Strategic Plan as well as regional priorities?	Each DWCP outcome has a clear link to the relevant Programme and Budget outcome, the Strategic Plan and the regional priorities as defined in the conclusions of ILO regional meetings
3.2 Do the outcomes and accompanying theory of change reflect an integrated approach to the pursuit of the four strategic objectives of the Decent Work Agenda?	The DWCP shows that outcomes – and their corresponding theory of change – are to be delivered through a coherent and collaborative approach, as indicated in the ILO Declaration on Social Justice for a Fair Globalization and the 2016 Resolution on Advancing Social Justice through Decent Work.
3.3 Does the DWCP support the country to respect, promote and implement all of its obligations under international labour standards, including issues raised by ILO supervisory bodies?	Issues raised by the ILO supervisory bodies are identified in the country context and improved application of standards is integrated in the strategies.
3.4 Are gender equality and non-discrimination appropriately addressed in the DWCP, both at the level of the diagnostic and through measures that promote equality and seek to address inequalities and the root causes of discrimination?	Gender equality and non-discrimination are reflected throughout the document including in the outcome theories of change and the corresponding indicators.
3.5 Does the DWCP build upon available disaggregated data and evidence? Does it include	

interventions to address gaps in data availability and data capacity?	
3.6 Have all relevant technical specialists been involved in the diagnostic/analysis and formulation of outcomes	Relevant technical specialists – whether at the CO/DWT or at Headquarters – have been involved in the formulation of priorities, outcomes and theories of change.
4. Logic model and evaluability	
4.1 Are all outcomes expressed in RBM terms and is there a clear theory of change on how to achieve each outcome?	Outcomes are expressed in RBM terms, according to ILO RBM guidelines. There is a clear a strategy on how to achieve each outcome in line with RBM principles and methodology.
4.2 Is there a clear and logic link between the country context and situation analysis (diagnostic) and the identified priorities and outcomes?	The technical diagnostic provides a rationale for and has given rise to a set of prioritised and focused outcomes
4.3 Has the checklist for an evaluable results and monitoring framework been completed?	Refer to template in the DWCP Guidebook
4.4 Have templates for a results and monitoring framework and implementation plan been completed?	Refer to templates in the DWCP Guidebook
5. Development cooperation, resource mobilization and partnerships	
5.1 Does the DWCP incorporate development cooperation and other kinds of partnership initiatives already taking place in the country?	- Development cooperation projects – whether they are being implemented or in pipeline – are part of the strategy to address the priorities and outcomes defined in the DWCP. - The DWCP takes into account relevant lessons learned from development cooperation project interventions.
5.2 Is there a clear and coherent link between outputs delivered by DC projects and the DWCP results in the country?	DC project outcomes contribute in a substantive way towards achieving DWCP results (either as outputs, milestones or outcomes).
5.3 Have the areas for partnerships been identified?	The document makes reference to partnerships with development partners, including UN agencies, multilateral institutions, donor agencies, civil society organizations and private sector etc.).

All standard-related work should take account of the review of the body of standards currently being undertaken within the framework of the Standards Review Mechanism Tripartite Working Group (SRM TWG). The SRM TWG was established to ensure that the ILO has a clear, robust and up-to-date body of standards. On the basis of its recommendations, the Governing Body and the International Labour Conference will decide actions to be taken as regards the ILO standards, including their status and identification of needs for revision or gaps in coverage.

The dedicated web page on the [Standards Review Mechanism Tripartite Working Group](#) provides the latest information on the progress of the review.

1. Employment

1.1. Employment policy

Governance Convention (and related Recommendations)

Employment Policy Convention, 1964 (No. 122)

Employment Policy Recommendation, 1964 (No. 122)

Employment Policy (Supplementary Provisions) Recommendation, 1984 (No. 169)

Other instruments on employment policy

Unemployment Convention, 1919 (No. 2)

Employment (Transition from War to Peace) Recommendation, 1944 (No. 71)

Employment Service Convention, 1948 (No. 88)

Employment Service Recommendation, 1948 (No. 83)

Fee-Charging Employment Agencies Convention (Revised), 1949 (No. 96)

Vocational Rehabilitation (Disabled) Recommendation, 1955 (No. 99)

Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)

Vocational Rehabilitation and Employment (Disabled Persons) Recommendation, 1983 (No. 168)

Private Employment Agencies Convention, 1997 (No. 181)

Private Employment Agencies Recommendation, 1997 (No. 188)

Job Creation in Small and Medium-Sized Enterprises Recommendation, 1998 (No. 189)

Promotion of Cooperatives Recommendation, 2002 (No. 193)

Employment Relationship Recommendation, 2006 (No. 198)

[Fee-Charging Employment Agencies Convention, 1933 (No. 34)]

1.2. Skills

Special Youth Schemes Recommendation, 1970 (No. 136)

Paid Educational Leave Convention, 1974 (No. 140)

Paid Educational Leave Recommendation, 1974 (No. 148)

Human Resources Development Convention, 1975 (No. 142)

Human Resources Development Recommendation, 2004 (No. 195)

[Vocational Training (Agriculture) Recommendation, 1956 (No. 101)]

[Vocational Training Recommendation, 1939 (No. 57)]

[Apprenticeship Recommendation, 1939 (No. 60)]

[Vocational Guidance Recommendation, 1949 (No. 87)]

[Vocational Training (Adults) Recommendation, 1950 (No. 88)]

[Vocational Training Recommendation, 1962 (No. 117)]

[Human Resources Development Recommendation, 1975 (No. 150)]

1.3. Employment security

Termination of Employment Convention, 1982 (No. 158)

Termination of Employment Recommendation, 1982 (No. 166)

[Termination of Employment Recommendation, 1963 (No. 119)]

2. Social protection

2A. Social protection (Social security)

2A.1. Comprehensive standards

Social Insurance (Agriculture) Recommendation, 1921 (No. 17)

Income Security Recommendation, 1944 (No. 67)

Social Security (Armed Forces) Recommendation, 1944 (No. 68)

Social Security (Minimum Standards) Convention, 1952 (No. 102)

Social Protection Floors Recommendation, 2012 (No. 202)

2A.2. Protection provided in the different branches of social security

Medical care and sickness benefit

Sickness Insurance (Industry) Convention, 1927 (No. 24)

Sickness Insurance (Agriculture) Convention, 1927 (No. 25)

Sickness Insurance Recommendation, 1927 (No. 29)

Medical Care Recommendation, 1944 (No. 69)

Medical Care and Sickness Benefits Convention, 1969 (No. 130)

Medical Care and Sickness Benefits Recommendation, 1969 (No. 134)

Old-age, invalidity and survivors' benefit

Invalidity, Old Age and Survivors' Benefits Convention, 1967 (No. 128)

Invalidity, Old-Age and Survivors' Benefits Recommendation, 1967 (No. 131)

[Old-Age Insurance (Industry, etc.) Convention, 1933 (No. 35)]

[Old-Age Insurance (Agriculture) Convention, 1933

[Invalidity Insurance (Industry, etc.) Convention, 1933 (No. 37)]

[Invalidity Insurance (Agriculture) Convention, 1933 (No. 38)]

[Survivors' Insurance (Industry, etc.) Convention, 1933 (No. 39)]

[Survivors' Insurance (Agriculture) Convention, 1933 (No. 40)]

Employment injury benefit

Workmen's Compensation (Agriculture) Convention, 1921 (No. 12)

Workmen's Compensation (Accidents) Convention, 1925 (No. 17)

Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18)

Workmen's Compensation (Minimum Scale) Recommendation, 1925 (No. 22)

Workmen's Compensation (Jurisdiction) Recommendation, 1925 (No. 23)

Workmen's Compensation (Occupational Diseases) Recommendation, 1925 (No. 24)

Workmen's Compensation (Occupational Diseases) Convention (Revised), 1934 (No. 42)

Employment Injury Benefits Convention, 1964 (No. 121)

Employment Injury Benefits Recommendation, 1964 (No. 121)

Unemployment benefit

Unemployment Provision Recommendation, 1934 (No. 44)

Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168)

Employment Promotion and Protection against Unemployment Recommendation, 1988 (No. 176)

[Unemployment Provision Convention, 1934 (No. 44)]

2A.3. *Social security for migrant workers*

Equality of Treatment (Accident Compensation) Convention, 1925 (No. 19)

Equality of Treatment (Accident Compensation) Recommendation, 1925 (No. 25)

Equality of Treatment (Social Security) Convention, 1962 (No. 118)

Maintenance of Social Security Rights Convention, 1982 (No. 157)

Maintenance of Social Security Rights Recommendation, 1983 (No. 167)

[Maintenance of Migrants' Pension Rights Convention, 1935 (No. 48)]

2B. *Social protection (labour protection)*

2B.1. *Occupational safety and health*

General provisions

Prevention of Industrial Accidents Recommendation, 1929 (No. 31)

Protection of Workers' Health Recommendation, 1953 (No. 97)

Welfare Facilities Recommendation, 1956 (No. 102)

Occupational Safety and Health Convention, 1981 (No. 155)

Protocol of 2002 to the Occupational Safety and Health Convention, 1981 (No. 155)

Occupational Safety and Health Recommendation, 1981 (No. 164)

Occupational Health Services Convention, 1985 (No. 161)

Occupational Health Services Recommendation, 1985 (No. 171)

List of Occupational Diseases Recommendation, 2002 (No. 194)

Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

Promotional Framework for Occupational Safety and Health Recommendation, 2006 (No. 197)

[Occupational Health Services Recommendation, 1959 (No. 112)]

Protection against specific risks

Anthrax Prevention Recommendation, 1919 (No. 3)

Lead Poisoning (Women and Children) Recommendation, 1919 (No. 4)

White Phosphorus Recommendation, 1919 (No. 6)

White Lead (Painting) Convention, 1921 (No. 13)

Radiation Protection Convention, 1960 (No. 115)

Radiation Protection Recommendation, 1960 (No. 114)

Guarding of Machinery Convention, 1963 (No. 119)
Guarding of Machinery Recommendation, 1963 (No. 118)
Maximum Weight Convention, 1967 (No. 127)
Maximum Weight Recommendation, 1967 (No. 128)
Benzene Convention, 1971 (No. 136)
Benzene Recommendation, 1971 (No. 144)
Occupational Cancer Convention, 1974 (No. 139)
Occupational Cancer Recommendation, 1974 (No. 147)
Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148)
Working Environment (Air Pollution, Noise and Vibration) Recommendation, 1977 (No. 156)
Asbestos Convention, 1986 (No. 162)
Asbestos Recommendation, 1986 (No. 172)
Chemicals Convention, 1990 (No. 170)
Chemicals Recommendation, 1990 (No. 177)

Protection in specific branches of activity

Underground Work (Women) Convention, 1935 (No. 45)
Safety Provisions (Building) Convention, 1937 (No. 62)
Hygiene (Commerce and Offices) Convention, 1964 (No. 120)
Hygiene (Commerce and Offices) Recommendation, 1964 (No. 120)
Safety and Health in Construction Convention, 1988 (No. 167)
Safety and Health in Construction Recommendation, 1988 (No. 175)
Prevention of Major Industrial Accidents Convention, 1993 (No. 174)
Prevention of Major Industrial Accidents Recommendation, 1993 (No. 181)
Safety and Health in Mines Convention, 1995 (No. 176)
Safety and Health in Mines Recommendation, 1995 (No. 183)
Safety and Health in Agriculture Convention, 2001 (No. 184)
Safety and Health in Agriculture Recommendation, 2001 (No. 192)
[Safety Provisions (Building) Recommendation, 1937 (No. 53)]
[Co-operation in Accident Prevention (Building) Recommendation, 1937 (No. 55)]

2B.2. Wages

- Minimum Wage-Fixing Machinery Convention, 1928 (No. 26)
- Minimum Wage-Fixing Machinery Recommendation, 1928 (No. 30)
- Labour Clauses (Public Contracts) Convention, 1949 (No. 94)
- Labour Clauses (Public Contracts) Recommendation, 1949 (No. 84)
- Protection of Wages Convention, 1949 (No. 95)
- Protection of Wages Recommendation, 1949 (No. 85)
- Minimum Wage Fixing Machinery (Agriculture) Convention, 1951 (No. 99)
- Minimum Wage-Fixing Machinery (Agriculture) Recommendation, 1951 (No. 89)
- Minimum Wage Fixing Convention, 1970 (No. 131)
- Minimum Wage Fixing Recommendation, 1970 (No. 135)
- Protection of Workers' Claims (Employer's Insolvency) Convention, 1992 (No. 173)
- Protection of Workers' Claims (Employer's Insolvency) Recommendation, 1992 (No. 180)

2B.3. Working time

Hours of work, weekly rest and paid leave

- Hours of Work (Industry) Convention, 1919 (No. 1)
- Weekly Rest (Industry) Convention, 1921 (No. 14)
- Hours of Work (Commerce and Offices) Convention, 1930 (No. 30)
- Forty-Hour Week Convention, 1935 (No. 47)
- Holidays with Pay Convention, 1936 (No. 52)
- Holidays with Pay Recommendation, 1936 (No. 47)
- Holidays with Pay (Agriculture) Convention, 1952 (No. 101)
- Holidays with Pay (Agriculture) Recommendation, 1952 (No. 93)
- Holidays with Pay Recommendation, 1954 (No. 98)
- Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106)
- Weekly Rest (Commerce and Offices) Recommendation, 1957 (No. 103)
- Reduction of Hours of Work Recommendation, 1962 (No. 116)
- Holidays with Pay Convention (Revised), 1970 (No. 132)
- Hours of Work and Rest Periods (Road Transport) Convention, 1979 (No. 153)

Hours of Work and Rest Periods (Road Transport) Recommendation, 1979 (No. 161)

Part-Time Work Convention, 1994 (No. 175)

Part-Time Work Recommendation, 1994 (No. 182)

[Sheet-Glass Works Convention, 1934 (No. 43)]

[Reduction of Hours of Work (Glass-Bottle Works) Convention, 1935 (No. 49)]

[Hours of Work and Rest Periods (Road Transport) Convention, 1939 (No. 67)]

Night work

Night Work of Women (Agriculture) Recommendation, 1921 (No. 13)

Night Work (Women) Convention (Revised), 1948 (No. 89)

Protocol of 1990 to the Night Work (Women) Convention (Revised), 1948 (No. 89)

Night Work Convention, 1990 (No. 171)

Night Work Recommendation, 1990 (No. 178)

[Night Work (Women) Convention, 1919 (No. 4)]

[Night Work (Bakeries) Convention, 1925 (No. 20)]

[Night Work (Women) Convention (Revised), 1934 (No. 41)]

2B.4. Maternity protection

Maternity Protection Convention, 1919 (No. 3)

Maternity Protection Convention (Revised), 1952 (No. 103)

Maternity Protection Convention, 2000 (No. 183)

Maternity Protection Recommendation, 2000 (No. 191)

[Maternity Protection Recommendation, 1952 (No. 95)]

2B.5. Social policy

Social Policy (Non-Metropolitan Territories) Convention, 1947 (No. 82)

Workers' Housing Recommendation, 1961 (No. 115)

Social Policy (Basic Aims and Standards) Convention, 1962 (No. 117)

[Co-operatives (Developing Countries) Recommendation, 1966 (No. 127)]

3. Social dialogue and tripartism

3.1. Tripartite consultations

Governance Convention (and related Recommendation)

Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)

Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152)

3.2. Labour administration and inspection

Governance Conventions on labour inspection (and related instruments)

Labour Inspection Convention, 1947 (No. 81)

Protocol of 1995 to the Labour Inspection Convention, 1947 (No. 81)

Labour Inspection Recommendation, 1947 (No. 81)

Labour Inspection (Agriculture) Convention, 1969 (No. 129)

Labour Inspection (Agriculture) Recommendation, 1969 (No. 133)

Other instruments on labour inspection

Labour Inspection Recommendation, 1923 (No. 20)

Labour Inspection (Mining and Transport) Recommendation, 1947 (No. 82)

Labour Inspectorates (Non-Metropolitan Territories) Convention, 1947 (No. 85)

Labour administration

Convention concerning Statistics of Wages and Hours of Work, 1938 (No. 63)

Labour Administration Convention, 1978 (No. 150)

Labour Administration Recommendation, 1978 (No. 158)

Labour Statistics Convention, 1985 (No. 160)

Labour Statistics Recommendation, 1985 (No. 170)

3.3. Industrial relations

Collective Agreements Recommendation, 1951 (No. 91)

Voluntary Conciliation and Arbitration Recommendation, 1951 (No. 92)

Co-operation at the Level of the Undertaking Recommendation, 1952 (No. 94)

Consultation (Industrial and National Levels) Recommendation, 1960 (No. 113)

Communications within the Undertaking Recommendation, 1967 (No. 129)

Examination of Grievances Recommendation, 1967 (No. 130)

4. Fundamental principles and rights at work (FPRW) (and related instruments)

4.1. Freedom of association and collective bargaining

Fundamental Conventions

Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)

Right to Organise and Collective Bargaining Convention, 1949 (No. 98)

Other instruments on freedom of association and collective bargaining

Right of Association (Agriculture) Convention, 1921 (No. 11)

Right of Association (Non-Metropolitan Territories) Convention, 1947 (No. 84)

Workers' Representatives Convention, 1971 (No. 135)

Workers' Representatives Recommendation, 1971 (No. 143)

Rural Workers' Organisations Convention, 1975 (No. 141)

Rural Workers' Organisations Recommendation, 1975 (No. 149)

Labour Relations (Public Service) Convention, 1978 (No. 151)

Labour Relations (Public Service) Recommendation, 1978 (No. 159)

Collective Bargaining Convention, 1981 (No. 154)

Collective Bargaining Recommendation, 1981 (No. 163)

4.2. Forced labour

Fundamental Conventions (and related Recommendations)

Forced Labour Convention, 1930 (No. 29)

Protocol of 2014 to the Forced Labour Convention, 1930

Forced Labour (Indirect Compulsion) Recommendation, 1930 (No. 35)

Abolition of Forced Labour Convention, 1957 (No. 105)

Forced Labour (Supplementary Measures) Recommendation, 2014 (No. 203)

4.3. Child labour

Fundamental Conventions (and related Recommendations)

Minimum Age Convention, 1973 (No. 138)

Minimum Age Recommendation, 1973 (No. 146)

Worst Forms of Child Labour Convention, 1999 (No. 182)

Worst Forms of Child Labour Recommendation, 1999 (No. 190)

Protection of children and young persons

Minimum Age (Industry) Convention, 1919 (No. 5)

Night Work of Young Persons (Industry) Convention, 1919 (No. 6)

Minimum Age (Agriculture) Convention, 1921 (No. 10)

Night Work of Children and Young Persons (Agriculture) Recommendation, 1921 (No. 14)

Minimum Age (Non-Industrial Employment) Convention, 1932 (No. 33)

Minimum Age (Non-Industrial Employment) Recommendation, 1932 (No. 41)

Minimum Age (Industry) Convention (Revised), 1937 (No. 59)

Minimum Age (Family Undertakings) Recommendation, 1937 (No. 52)

Medical Examination of Young Persons (Industry) Convention, 1946 (No. 77)

Medical Examination of Young Persons (Non-Industrial Occupations) Convention, 1946 (No. 78)

Medical Examination of Young Persons Recommendation, 1946 (No. 79)

Night Work of Young Persons (Non-Industrial Occupations) Convention, 1946 (No. 79)

Night Work of Young Persons (Non-Industrial Occupations) Recommendation, 1946 (No. 80)

Night Work of Young Persons (Industry) Convention (Revised), 1948 (No. 90)

Minimum Age (Underground Work) Convention, 1965 (No. 123)

Minimum Age (Underground Work) Recommendation, 1965 (No. 124)

Medical Examination of Young Persons (Underground Work) Convention, 1965 (No. 124)

Conditions of Employment of Young Persons (Underground Work) Recommendation, 1965 (No. 125)

[Minimum Age (Trimmers and Stokers) Convention, 1921 (No. 15)]

[Minimum Age (Non-Industrial Employment) Convention (Revised), 1937 (No. 60)]

4.4. Equality of opportunity and treatment

Fundamental Conventions (and related Recommendations)

Equal Remuneration Convention, 1951 (No. 100)

Equal Remuneration Recommendation, 1951 (No. 90)

Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

Discrimination (Employment and Occupation) Recommendation, 1958 (No. 111)

Workers with family responsibilities

Workers with Family Responsibilities Convention, 1981 (No. 156)

Workers with Family Responsibilities Recommendation, 1981 (No. 165)

[Employment (Women with Family Responsibilities) Recommendation, 1965 (No. 123)]

Instruments cutting across strategic objectives and specific categories of workers

(related strategic objectives are in brackets) ¹⁰

A. Indigenous and tribal peoples

(1. Employment; 2A. Social protection – Social security; 2B. Social protection – Labour protection; 3. Social dialogue; 4. FPRW)

Indigenous and Tribal Populations Convention, 1957 (No. 107)

Indigenous and Tribal Populations Recommendation, 1957 (No. 104)

Indigenous and Tribal Peoples Convention, 1989 (No. 169)

[Recruiting of Indigenous Workers Convention, 1936 (No. 50)]

[Contracts of Employment (Indigenous Workers) Convention, 1939 (No. 64)]

[Penal Sanctions (Indigenous Workers) Convention, 1939 (No. 65)]

[Contracts of Employment (Indigenous Workers) Convention, 1947 (No. 86)]

[Abolition of Penal Sanctions (Indigenous Workers) Convention, 1955 (No. 104)]

B. Migrant workers (1. Employment; 2B. Social protection – Labour protection; 4. FPRW)

Migration Statistics Recommendation, 1922 (No. 19)

Migration for Employment Convention (Revised), 1949 (No. 97)

Migration for Employment Recommendation (Revised), 1949 (No. 86)

Protection of Migrant Workers (Underdeveloped Countries) Recommendation, 1955 (No. 100)

Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143)

Migrant Workers Recommendation, 1975 (No. 151)

[Inspection of Emigrants Convention, 1926 (No. 21)]

[Migration for Employment Recommendation, 1939 (No. 61)]

[Migration for Employment (Co-operation between States) Recommendation, 1939 (No. 62)]

C. HIV and AIDS

HIV and AIDS Recommendation, 2010 (No. 200) (1. Employment; 2A. Social protection – Social security; 2B. Social protection – Labour protection; 3. Social dialogue; 4. FPRW)

¹⁰The relevant strategic objectives are mentioned as a reference. No specific classification is proposed for these instruments.

D. Non-Metropolitan Territories

Labour Standards (Non-Metropolitan Territories) Convention, 1947 (No. 83) (2B. Social protection – Labour protection; 4. FPRW)

E. Seafarers

Consolidated Convention

Maritime Labour Convention, 2006 (1. Employment; 2A. Social protection – Social security; 3B. Social protection – Labour protection; 3. Social dialogue; 4. FPRW)

General provisions (1. Employment; 2A. Social protection – Social security; 2B. Social protection – Labour protection; 3. Social dialogue; 4. FPRW)

* National Seamen's Codes Recommendation, 1920 (No. 9)¹¹

* Seafarers' Engagement (Foreign Vessels) Recommendation, 1958 (No. 107)

* Merchant Shipping (Minimum Standards) Convention, 1976 (No. 147)

* Protocol of 1996 to the Merchant Shipping (Minimum Standards) Convention, 1976 (No. 147)

* Merchant Shipping (Improvement of Standards) Recommendation, 1976 (No. 155)

Seafarers' Identity Documents Convention, 1958 (No. 108)

Seafarers' Identity Documents Convention (Revised), 2003 (No. 185)

[Repatriation (Ship Masters and Apprentices) Recommendation, 1926 (No. 27)]

[Labour Inspection (Seamen) Recommendation, 1926 (No. 28)]

[Vocational Training (Seafarers) Recommendation, 1946 (No. 77)]

[Wages, Hours of Work and Manning (Sea) Recommendation, 1958 (No. 109)]

Protection of children and young persons (4. FPRW)

* Minimum Age (Sea) Convention, 1920 (No. 7)

* Medical Examination of Young Persons (Sea) Convention, 1921 (No. 16)

* Minimum Age (Sea) Convention (Revised), 1936 (No. 58)

* Protection of Young Seafarers Recommendation, 1976 (No. 153)

Skills (1. Employment)

* Vocational Training (Seafarers) Recommendation, 1946 (No. 77)

* Vocational Training (Seafarers) Recommendation, 1970 (No. 137)

¹¹ * Refers to revised by the Maritime Labour Convention, 2006.

Access to employment (1. Employment)

- * Placing of Seamen Convention, 1920 (No. 9)
- * Officers' Competency Certificates Convention, 1936 (No. 53)
- * Certification of Ships' Cooks Convention, 1946 (No. 69)
- * Certification of Able Seamen Convention, 1946 (No. 74)
- * Employment of Seafarers (Technical Developments) Recommendation, 1970 (No. 139)
- * Recruitment and Placement of Seafarers Convention, 1996 (No. 179)
- * Recruitment and Placement of Seafarers Recommendation, 1996 (No. 186)