



EIGHTH ITEM ON THE AGENDA

Evaluation**(a) Independent evaluation of the InFocus Programme on Social Dialogue, Labour Law and Labour Administration (IFP/DIALOGUE)****1. Introduction and background**

1. This report provides findings, conclusions and recommendations for the InFocus Programme on Social Dialogue, Labour Law and Labour Administration (IFP/DIALOGUE),¹ as specified in the ILO evaluation framework.² It was prepared by independent consultants.³ Comments from the Office are included at the end of this report.
2. The ILO's comparative advantage in promoting social dialogue, labour law and labour administration is anchored in its tripartite structure and access to the tripartite constituents at national and international levels, its standard-setting and advocacy work and its global knowledge base on labour legislation and industrial relations.
3. IFP/DIALOGUE's strategic approach consists of two main prongs: (i) to provide support to government agencies, tripartite bodies and social partners on technical matters concerning labour law, labour administration and social dialogue; and (ii) to promote the concept and notion of social dialogue and tripartism as a means and end for sound industrial relations, inclusive of social and economic policies and social peace at national, regional and global levels.
4. The Programme's original rationale is found in the Director-General's Report entitled *Decent work* (1999), which identified the changing external environment that inhibited

¹ The department, as explained later, has been through several changes in structure and name. For purposes of clarity, the paper will refer to the department as IFP/DIALOGUE throughout.

² GB.285/PFA/10.

³ The evaluation team was composed of Mr. Stirling Smith as senior external evaluator and team leader, and Ms. Folke Kayser of the ILO Evaluation Unit.

support for tripartism and social dialogue and charted a strategy for creating support for it. It recognized that support for tripartism and social dialogue lagged behind support for labour standards and that it demanded a particular focus.

5. In 2002-03, the management decided to merge the ILO's activities on government, labour law and labour administration with the activities to strengthen social dialogue and thus broadened the scope and mandate of IFP/DIALOGUE significantly.
6. In 2004, the work of the InFocus Programme became a department, and in April 2005, the decision was taken to reorganize DIALOGUE with the Sectoral Activities Department (SECTOR) into one department.
7. This evaluation aims to provide insight on the niche, continued relevance, effectiveness and efficiency of IFP/DIALOGUE's strategies, programme approach and interventions in promoting social dialogue and strengthening mechanisms and institutions of social dialogue and assisting member States to improve their labour law and labour administration.
8. A desk-based review analysed selected project and programme documentation, key performance criteria and indicators to compare and assess IFP/DIALOGUE's development and performance over time. Three national and one subregional case studies provided material to assess the importance and usefulness of IFP/DIALOGUE's work within member States. These were Senegal, Cambodia and Romania, with a larger view of southeast Europe.
9. Other sources of information are interviews at headquarters and a survey of field technical specialists for social dialogue and for workers' and employers' activities. The *Thematic review of Office-wide implementation of the resolution concerning tripartism and social dialogue*, which was written by the DIALOGUE sector and presented to the Committee on Technical Cooperation at the March 2005 session of the Governing Body,⁴ was also taken into account. To the extent possible, the perceptions of constituents and key target groups on major progress and significant achievements were gathered and summarized.

2. Main findings

2.1. Promoting the ILO's unique mandate within a global context and response to new challenges

10. The ILO is recognized as *the* competent and authoritative international organization in these areas, even though other institutions also have an "offer" to make in these areas. IFP/DIALOGUE has strengthened and expanded this recognition. As debates on global governance of the global economy recognize the importance of labour law, labour administration and social dialogue, the ILO is seen as ever more relevant.
11. Demands for ILO expertise and ILO support in social dialogue, labour law, labour administration and industrial relations are increasing. This is even the case where other institutions have a stronger presence in the country and more financial resources to offer. There is a growing recognition that governance of the labour market is essential to a globalized economy and that efficiency and rights are not exclusive, but complementary.

⁴ GB.292/TC/6.

12. Comparative industrial relations, labour law and labour administration are core areas of expertise for the ILO; it is very important that they are maintained as areas of competency and comparative advantage.
13. The labour market and industrial relations have evolved rapidly. Global production chains and the outsourcing of business processing from advanced economies to emerging economies have become a common practice and unusual work and employment relationships are multiplying. These labour market developments have thrown up demands for new approaches to collective bargaining. The effective involvement of multinational enterprises (MNEs) in collective bargaining and institutions of social dialogue is one of the great globalization challenges.
14. The ILO also faces challenges from the international financial institutions, principally the World Bank, which has been actively intervening in the field of labour law reform in an increasing number of countries.
15. Further engagement with the World Bank and regional development banks is required for commenting on national labour codes. Although this would, to some extent, involve the entire Office, IFP/DIALOGUE would continue to play a key role. The ILO can offer a great deal in such a dialogue, including its expertise and relationship with social partners. At the national level, it can facilitate a dialogue between social partners and the international financial institutions.
16. In this situation, as well as maintaining dialogue with other organizations, the ILO's response must continue to maintain a close relationship with constituents.

2.2. Social dialogue and corporate social responsibility

17. Another area where the ILO has a comparative advantage is in the emerging agenda of corporate social responsibility (CSR). There is a very strong component of social dialogue in many of these initiatives as many are composed of MNEs, trade unions and NGOs. CSR is very much at the top of the agendas of ILO's constituents and it is an area of major demand for the expertise and services of the ILO – and, in particular, of IFP/DIALOGUE.
18. Many MNEs, recognizing the ILO's unique advantage in these issues, are now looking to the ILO to help establish “multi-stakeholder collaborations” composed of suppliers/producers, the purchasing companies, trade unions, and labour inspectorates. The Better Factories Cambodia project, managed by IFP/DIALOGUE, has provided an example of how these collaborations might look, and demonstrated the ILO's relevance in the CSR “universe”. As CSR is an attractive issue to certain donors, the topic also offers new funding possibilities as the case of the Better Factories Cambodia project demonstrates as well and that such projects and coalitions are sought to be emulated, speaks for itself.
19. Addressing CSR-related issues was a part of IFP/DIALOGUE's mandate at its creation.⁵ However, IFP/DIALOGUE did not find enough clear “entry points” to intervene, or to

⁵ Programme and Budget for 2000-01 (GB.276/PFA/9), para. 115, which describes the objectives of the newly created IFP/DIALOGUE: “Increasingly, constituents are also interacting with specific interest and advocacy groups active in civil society. Business is concerned with stakeholders' attitudes and goals. Trade unions are reaching beyond organized labour for partnerships on specific issues. Governments are engaging more widely in policy consultations. International organizations are themselves reaching out and responding to different expressions of opinion in their fields of

work with those MNEs which wanted to use its expertise. The CSR issue was not developed further in the programme and budget until 2006-07, when it was introduced as an InFocus Initiative. IFP/DIALOGUE's active involvement in this work can contribute much.

2.3. IFP/DIALOGUE's knowledge strategy

20. The ILO is a knowledge-based institution and knowledge is one of the ILO's greatest assets. It defines the quality and credibility of its technical advice. IFP/DIALOGUE has developed an impressive array of publications and knowledge tools which are generally perceived to be of high quality and useful for practitioners. There has been a high and increasing demand for publications, especially the series of working papers.
21. Two-thirds of all working papers are on social dialogue-related issues as well as about half of all guidelines and other publications produced by headquarters. The remainder divides to approximately equal parts between labour administration and labour law.
22. Surveyed regional specialists also confirmed unanimously that publications produced by IFP/DIALOGUE at headquarters were a very useful tool in their work at country level and that there was a high demand from them by national constituents.
23. Some officials in ACTRAV, ACT/EMP and IFP/DIALOGUE voiced their concern that over the past few years, the ILO has lost some of its research capacities in the area of industrial relations. They also perceived this as part of a shift away from "classic" industrial relations and collective bargaining towards social dialogue, which was seen by some observers to be a somewhat vague concept.
24. Some IFP/DIALOGUE staff observed that research capacities, in particular in comparative labour law, have declined over the past years. Also the databases on good practices in labour administration and the national labour law have not been updated since 2002. This decline of capacity is a danger for the ILO's continued relevance in the area of comparative labour law, labour administration and industrial relations. In order to maintain its position as a global centre of excellence, the ILO needs to renew its capacity to do research, maintain databases and keep up with global discussions.
25. The INST is also conducting research on industrial relations topics, but it has defined and pursued its own research agenda without much coordination with IFP/DIALOGUE.

2.4. Promoting social dialogue at national level

26. IFP/DIALOGUE has delivered support to a very large number of countries through both technical cooperation projects and advisory services and missions from technical specialists at the request of member States. IFP/DIALOGUE strategy at national level is to link promotional with technical, advisory and capacity-building activities, implementing them in close cooperation with other technical departments.
27. The case studies demonstrated that IFP/DIALOGUE's national level activities are basically well focused and effective. They have been responsive to national strategies and flexible to adapt to changing demands; national constituents are generally satisfied with their work.

competence. The ILO must understand, monitor and benefit from this evolution to ensure that its tripartite analysis and policy proposals both express and are shared by as wide a public as possible."

28. IFP/DIALOGUE has elaborated and published many topical country studies and analyses (e.g. on institutions of collective bargaining or aspects of the labour administration) which take stock and assess the current legal and institutional framework as well as in some cases, the socio-economic situation of the country and analyse strengths, weaknesses and needs for reform. Particular national experiences and comprehensive policy advice is also often captured in publications and made available to a larger public.
29. Over the past two biennia, 71 countries have established or strengthened legal frameworks, institutions, machinery or processes for bipartite and tripartite social dialogue or dispute settlement as a result of IFP/DIALOGUE's support according to information of the implementation reports. IFP/DIALOGUE's institution building activities are well linked to support on labour law and labour administration. In many transition economies IFP/DIALOGUE supported the establishment of tripartite councils which facilitated a smoother transition and thus helped pave the way for their accession to the European Union.
30. Ratifications of the key Conventions on social dialogue and labour administration, in particular Convention No. 144, have risen since the inception of IFP/DIALOGUE. Many technical cooperation projects are directly related to promoting Conventions Nos. 87 and 98. The ratifications of Conventions Nos. 150, 151 and 154, which are not given comparable resources for promotion, have increased but are still quite low. More importantly, application and implementation of all these Conventions have improved.
31. Project evaluations reveal that in countries where technical cooperation projects of IFP/DIALOGUE have been carried out or concerted technical advice has been provided, acceptance and wider use of social dialogue have grown considerably. However, the success and sustainability were found highly contingent on a favourable socio-political environment and national commitment by all tripartite partners.
32. The participation of social partners in policy-making, including development frameworks and the legislative process has been increasing in supported countries. In some countries, though, such tripartite approaches are not a tradition and it is this area where national practice deviates most from the "gold standard" promoted by IFP/DIALOGUE. The pilot projects in several low-income countries of using social dialogue in the elaboration of Poverty Reduction Strategy Papers (PRSPs) have delivered encouraging results, which the Office can make wider known to the broader development community.
33. The weakest element in IFP/DIALOGUE's strategy to strengthen social dialogue nationally is the still lagging capacities of the parties of social dialogue, in particular of the employers' and workers' organizations. Labour administration officials and – with ACTRAV and ACT/EMP – social partners have been strengthened to participate in social dialogue, addressing their capacity gaps. However, many problems are structural and lie outside the immediate sphere of influence of the ILO. Confronted with this situation, it is important for IFP/DIALOGUE to work with those partners among the recognized national constituents that have strategic leverage and commitment in order to get best value from resources.
34. Improving the equal representation of women and men in constituents' organizations and including a gender perspective in collective bargaining and social dialogue have been important elements of IFP/DIALOGUE's support. In this area, however, the challenges and needs remain considerable. IFP/DIALOGUE's strong efforts should continue. Partners can and should be reminded of their accountability for progress.

2.5. Mainstreaming social dialogue at regional and international level

35. There has been some success in including tripartism and social dialogue at regional cooperation agreements and some international organizations, yet it remains patchy. IFP/DIALOGUE can report that over the past two biennia 15 international organizations and 11 regional or subregional groupings have integrated social dialogue into labour-related policies, action plans and institution building. However, social dialogue and tripartism are still not common elements of international agendas. In particular, within the development community, there is not yet a full understanding and appreciation of the benefits of social dialogue.

36. Therefore, IFP/DIALOGUE is right to continue promoting social dialogue and tripartism at international organizations and regional groupings as an ongoing strategy element.

2.6. Organizational structure and entry point for governments

37. There is an issue with the labelling and structure of the sector and the programme, which has created confusion for constituents and blurred the profile of IFP/DIALOGUE. A clear counterpart or entry point is desirable for ministries of labour, analogous to ACTRAV and ACT/EMP for employers' and workers' organizations. This is not necessary for technical issues such as HIV/AIDS, where ministries would be able to contact the relevant unit directly if necessary, but is for those issues that relate to their own capacity and functions – labour law and labour administration, including labour inspection, tripartite and social dialogue institutions.

2.7. Labour administration and labour inspection

38. Separating labour inspection and labour administration weakened the ILO's capacity to provide a comprehensive and integrated service to constituents on labour inspection and labour administration. Ministries of labour and other clients do not understand the separation because labour inspection is an integral part of national labour administration. Labour inspection is also a major entry point for work on labour administration. The collaboration between IFP/DIALOGUE and the InFocus Programme on Safety and Health at Work and the Environment (SAFEWORK) on labour inspection has not been easy and efficient. The main reason is the different perceptions of the issue. IFP/DIALOGUE sees labour inspection in the broader context of labour administration and labour relations, whereas SAFEWORK considers it mainly to be related to (monitoring) occupational safety and health (OSH). Current activities on labour inspection are very much OSH-focused; other aspects of labour inspection remain insufficiently addressed – despite the strong need and demand of constituents for a more integrated approach to labour inspection. There is no clear capacity and responsibility for labour inspection in the context of labour administration and labour relations. Although IFP/DIALOGUE has the technical expertise, it currently has neither a mandate nor adequate resources to address the demand.

2.8. Mainstreaming social dialogue within the ILO and complementarity with the supervisory mechanism for international labour standards

39. Social dialogue and tripartism are in the DNA of the ILO. While everybody is aware of the necessity of tripartism and social dialogue not all officials and units have found ways to

incorporate and implement them in their operations. Not all staff, especially externally recruited project staff, have a full understanding of tripartism. Mechanisms for transmitting the culture of tripartism and social dialogue to new officials and workable performance indicators for mainstreaming social dialogue need to be developed. While mainstreaming of tripartism and social dialogue within the Office can still be improved, there are some excellent examples, even where there has been no organized link with IFP/DIALOGUE.

40. IFP/DIALOGUE's programme on labour law, including comparative research and advice to constituents, supports the application and implementation of all ILO Conventions and is a strategically important element of promoting Conventions and Recommendations. It is complementary to the supervisory machinery in a "carrot and stick" sense.

2.9. Clarifying roles and responsibilities within sector 4

41. Many areas of overlap between IFP/DIALOGUE, ACTRAV and ACT/EMP have existed, such as strengthening collective bargaining and its institutions, promoting tripartism and strengthening social partners. Drawing boundaries between the respective mandates and activities has not been easy despite regular activities to ensure coordination.
42. ACTRAV and ACT/EMP have some reservations that promoting social dialogue and tripartism is the core mandate of IFP/DIALOGUE. They believe that this should be a joint endeavour and would like to have a more explicit and prominent role. There appears to be a need for a more explicit delineation of responsibilities and closer coordination between the three units, possibly framed in a formal cooperation agreement. The proposed integration of SECTOR with DIALOGUE could provide an opportunity for a re-examination of the coordination needed between what will now be three departments.
43. However, at individual level, there are instances of good cross-unit collaboration between staff. The survey of workers, employers and dialogue field specialists showed that overlap of areas of work is not seen as a problem, and cooperation among field specialists is in general regular and productive.

2.10. Resources, capacities and collaboration

44. IFP/DIALOGUE managed both its regular budget and its extra-budgetary resources effectively, and resources have been adequate to address programme priorities and anchor core capacities.
45. The programme delivery depends to a large extent on extra-budgetary funds. The partnership with DECLARATION has been an important factor for generating extra-budgetary resources. However, with the likely downturn in extra-budgetary funds through the DECLARATION programme, other strategies are needed. The current high dependency raises concern that the level of activities in face of growing demand and expectations will not be sustainable.
46. IFP/DIALOGUE has collaborated effectively with other ILO programmes and units where there have been thematic overlaps. There are many examples of good practice in collaboration. Still, there is potential for more systematic harvesting of the benefits of working together. Collaboration with some units, such as INST, MULTI, GENDER and SAFEWORK can be further improved.

47. The presence of field specialists with expertise in labour law is rather low. At the same time, demand for advice on labour law from member States has been rising, in part from the large portfolio of projects active in this area. Programme capacities in dealing with them are a concern although demand is currently being met. An improved field presence in labour law could likely alleviate some of the constraints at headquarters, however, this option should be considered only as long as a core headquarters staff capacity in labour law can be maintained to ensure quality and a coherent ILO response on labour law issues.

2.11. Results-based performance management

48. IFP/DIALOGUE plans and reports results through indicators under the matching operational objectives⁶ within Strategic Objective No. 4 that relate to:

- expanded use of social dialogue;
- the ratification and application of Conventions on social dialogue and labour administration;
- the adoption of legislation using social dialogue and using ILO standards or advice;
- the establishment or strengthening of legal frameworks, institutions or processes of social dialogue; gender-responsive dialogue institutions;
- stronger labour administrations; and
- the integration of social dialogue into labour-related policies, action plans and institutions-building of international organizations or (sub)regional groupings.

49. For these, most of the planned performance targets for the respective biennia were achieved and many even over-achieved. Only gender targets were underachieved.

50. The creation of specific, measurable and realistic programme and budget indicators has been a challenge, particularly in defining and measuring qualitative change. Sector 4 has progressed well in developing meaningful indicators. Regular adjustments of the wording of indicators and the values of targets from one biennium to the next have taken place to improve substance and better reflect reality. Some indicators, especially in the programme and budget of the present and upcoming biennia, are somewhat unspecific; however, IFP/DIALOGUE generally defines these by country or region and tracks progress specific to countries.

51. Programme and budget targets are being planned by region by identifying countries in which progress is expected. This is predominantly based on major activities planned, particularly through technical cooperation projects. IFP/DIALOGUE makes effective use of its project-level planning and reporting to link to programme and budget results.

⁶ These have been changing. For the Programme and Budget for 2000-01 they have been operational objectives 4a and 4b (4c relates to social partners only); for the Programme and Budget for 2002-03 and the Programme and Budget for 2004-05 it has been operational objective 4b (4a relates to social partners only, not 4c any more); for the Programme and Budget for 2006-07 it is operational objective 4b, and with the reorganization with SECTOR also 4c, which deals with social dialogue at sectoral level (4a relates to social partners only).

52. Monitoring of implementation and progress reporting is conducted through regular meetings of technical and regional teams within the unit. This team-based monitoring approach has turned out to be efficient and effective.

3. Recommendations

Continued international relevance

53. The recommendations on continued international relevance are as follows:

- (a) The exchange and collaboration with other institutions that are involved in areas where the ILO has a core competence, such as labour law, needs to be intensified; the objective must be to achieve recognition of the ILO's expertise and competence.
- (b) IFP/DIALOGUE should re-balance its work programme to ensure advisory services to constituents on industrial relations in the context of a rapidly changing labour market. The reorganization with SECTOR will provide an opportunity to address sector and industry specific industrial relations and collective bargaining.
- (c) IFP/DIALOGUE management should develop plans for a strategic role in the InFocus Initiative on corporate social responsibility for the 2006-07 biennium. A mechanism needs to be explored for the Office to provide an entry point for MNEs that need advice on industrial relations and social dialogue-related issues.
- (d) IFP/DIALOGUE should continue promoting social dialogue at international and regional levels. It should develop a strategy to target a small number of key international organizations including development agencies to mainstream tripartism and social dialogue and persuade them to use ILO inputs in labour-related activities. This should include making better use of the opportunities that donor coordination mechanisms at country level offer.
- (e) In order to secure its position as a global centre of excellence, the ILO needs to renew its research capacities in comparative labour law and industrial relations. IFP/DIALOGUE and INST should develop a closer coordination for research on industrial relations.

Effectiveness and impact at national level

54. The recommendations on effectiveness and impact at national level are as follows:

- (a) IFP/DIALOGUE should, in collaboration with ACTRAV and ACT/EMP, increase efforts to strengthen the parties of social dialogue.
- (b) IFP/DIALOGUE, in collaboration with GENDER, needs to continue its good efforts to address gender issues in social dialogue.
- (c) The ILO's internal approach to social dialogue.
- (d) The senior management of the Social Dialogue Sector should review the structure and labelling of the units and areas of work within IFP/DIALOGUE to assist constituents to better understand their functions. IFP/DIALOGUE should create a clear entry point for ministries of labour and other government agencies. Consideration should be

given to improved mechanisms for collaboration between IFP/DIALOGUE, ACTRAV and ACT/EMP.

- (e) More effort should be made to promote the culture of tripartism and social dialogue within and outside the Office. IFP/DIALOGUE, in cooperation with ACTRAV and ACT/EMP, should set out internal indicators with a view to promoting tripartism and social dialogue. For the next biennium, sector 4 should identify and work more closely with a number of other units, programme and projects within the Office, including Decent Work Country Programmes.
- (f) The ILO senior management should examine how to improve ILO's services to constituents on labour inspection. The Office should re-establish a clear capacity and responsibility for labour inspection as an integral part of labour administration.
- (g) Effectiveness of programme management.
- (h) IFP/DIALOGUE should intensify efforts to mobilize more extra-budgetary resources to assure sustainability of funding on its own. In addition to collaboration with DECLARATION, the programme should explore new possibilities of funding. Strategic alliances with donors at national level can also be a way to mobilize funds locally.
- (i) The internal management arrangements practiced in IFP/DIALOGUE, which are team-based and results-focused, are an example of good practice that could be disseminated within the Office.
- (j) Within existing resource levels, management should review the balance between field and headquarters specialists in labour law, labour administration and social dialogue to ensure that demands from member States will be met, particularly in the area of labour law. This should also include consideration of additional shared labour law/international labour standards specialist positions in the field.

Comments from the Office on the independent evaluation

- 55.** The InFocus Programme on Social Dialogue, Labour Law, and Labour Administration (IFP/DIALOGUE) welcomes this evaluation.
- 56.** The Department generally endorses the recommendations of the evaluation and has begun using its findings to guide the reorganization and refinement of its work with a view to improving technical advisory services and support to ILO constituents in social dialogue and industrial relations, labour law and labour administration. In particular, an emphasis is going to be placed in applied research, in promoting the culture of tripartism and social dialogue within and outside the Office (in partnership with ACTRAV and ACT/EMP), and to re-establish a clear capacity and responsibility in the Office for labour inspection as an integral part of labour administration.
- 57.** DIALOGUE will jointly analyse and discuss the findings and recommendations in October 2005 during a meeting of field specialists and headquarters staff to better target limited resources among a core set of well-defined priority themes and opportunities to renew our commitment to the Decent Work Agenda and our focus on influencing policy-making decisions.

58. All work items are being reviewed for current relevancy and with the intent of strengthening our strategic use of every means of action to promote tripartism and social dialogue, to influence and support labour administrations, to deepen comparative knowledge in industrial relations and labour law, and to improve technical cooperation activities and programmes. Among other initiatives, DIALOGUE will continue to strengthen working relationships with ACTRAV and ACT/EMP as well as other technical units in the Office with a view to fostering increasing joint activities. In this regard, every effort will be made for closer cooperation in the promotion of social dialogue mechanisms under the InFocus Initiative on corporate social responsibility for the next biennium.
59. Efforts are being made for promoting sound industrial relations, strengthening labour administration, including the administration of labour inspections, public employment services, high quality technical support to labour legislation advice and drafting, mainstreaming gender issues in programmes and activities and improving the functioning and role of social dialogue mechanisms and institutions. Efforts will continue to be made to improve links with international professional associations such as the International Industrial Relations Association (IIRA) and the International Society for Labour and Social Security Law (ISLSSL) as well as with subregional and regional structures (e.g. the West African Economic and Monetary Union (UEMOA), Central African Economic and Monetary Community (CAEMC), MERCOSUR). It is hoped to maximize the opportunities for synergies across the technical competencies of the field specialists, including the standards area, with a view to covering the three technical areas in most of the regions.
60. *The Committee may wish to recommend to the Governing Body that it request the Director-General to take into consideration the above findings and recommendations, together with the deliberations of the Committee, in future work on social dialogue, including programming and budgeting decisions.*

Geneva, 10 October 2005.

Point for decision: Paragraph 60.

Appendix

Figure 1. Organizational development of IFP/DIALOGUE

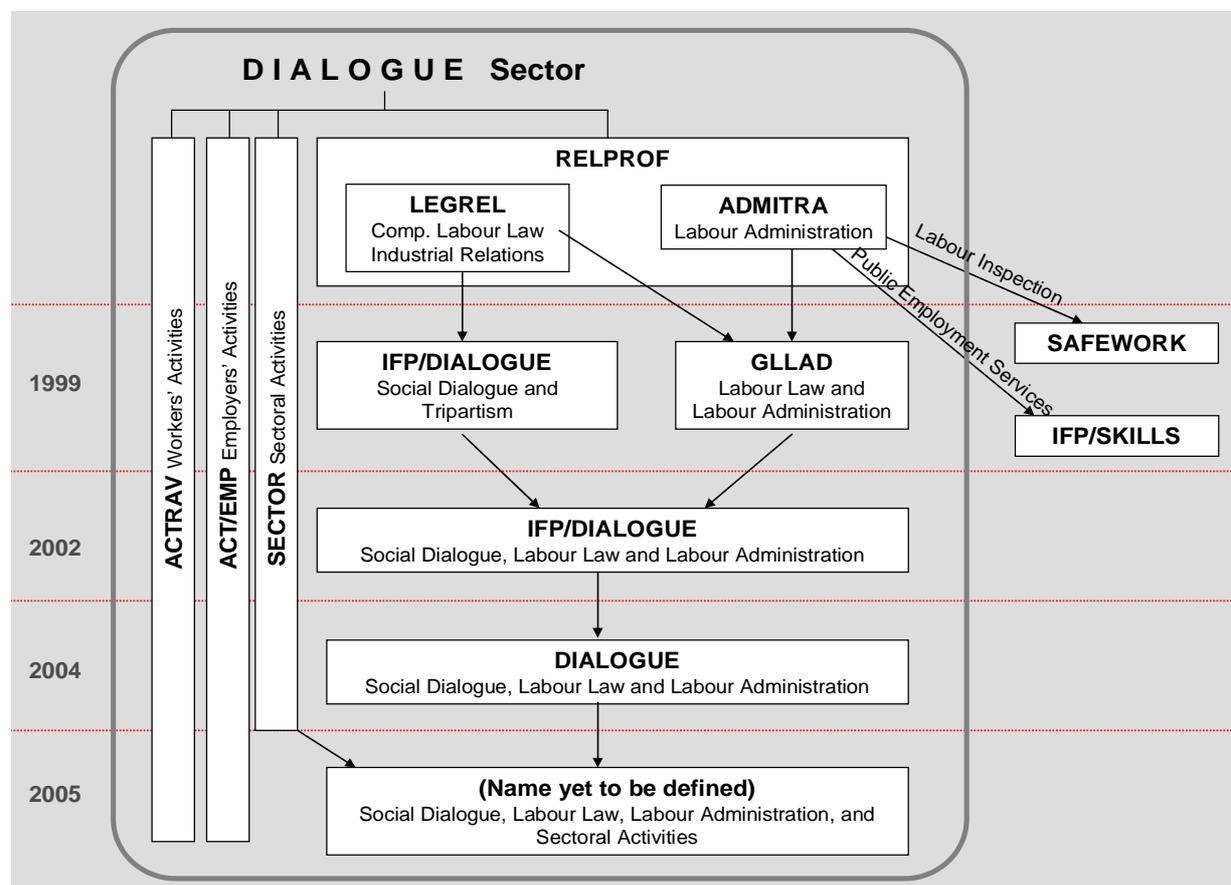


Table 1. Ratification levels of relevant ILO Conventions before and after 2000 (i.e. before and after IFP/DIALOGUE operations)

ILO Convention and year in which it was adopted	Ratifications until January 2000	Total ratifications in share of member States (175) by January 2000 (%)	Ratifications until July 2005	Total ratifications in share of member States (178) by July 2005 (%)
Convention No. 87 (1948)	126	72	144	81
Convention No. 98 (1949)	144	82	154	87
Convention No. 144 (1976)	93	53	115	65
Convention No. 150 (1978)	46	26	64	36
Convention No. 154 (1981)	30	17	37	21

Table 2. Regular budget resource allocations in US\$'000

Organizational unit	Biennium	RB		RBTC	PSI	Total
		Staff	Non-Staff			
IFP/DIALOGUE	2000-01	3 328	695	342	0	4 364
GLLAD	2000-01	2 673	981	0	604	4 258
IFP/DIALOGUE	2002-03	5 636	1 005	364	387	7 391
IFP/DIALOGUE	2004-05	6 812	922	363	201	8 298

Table 3. Staff allocations per biennium in work years
From both RB and PSI funds*

Organizational unit	Biennium	P	GS	Total
IFP/DIALOGUE	2000-01	16	12	28
GLLAD	2000-01	17	8	25
IFP/DIALOGUE	2002-03	34	15	49
IFP/DIALOGUE	2004-05	32	15	47

* PSI financed: in 2000-01: 3/4 P work years for GLLAD; in 2002-03: 1/2 P work years for IFP/DIALOGUE.

Figure 2. ILO's regular budget and extra-budgetary expenditures in technical field of social dialogue, labour law and labour administration (2000-01 including IFP/DIALOGUE and GLLAD)

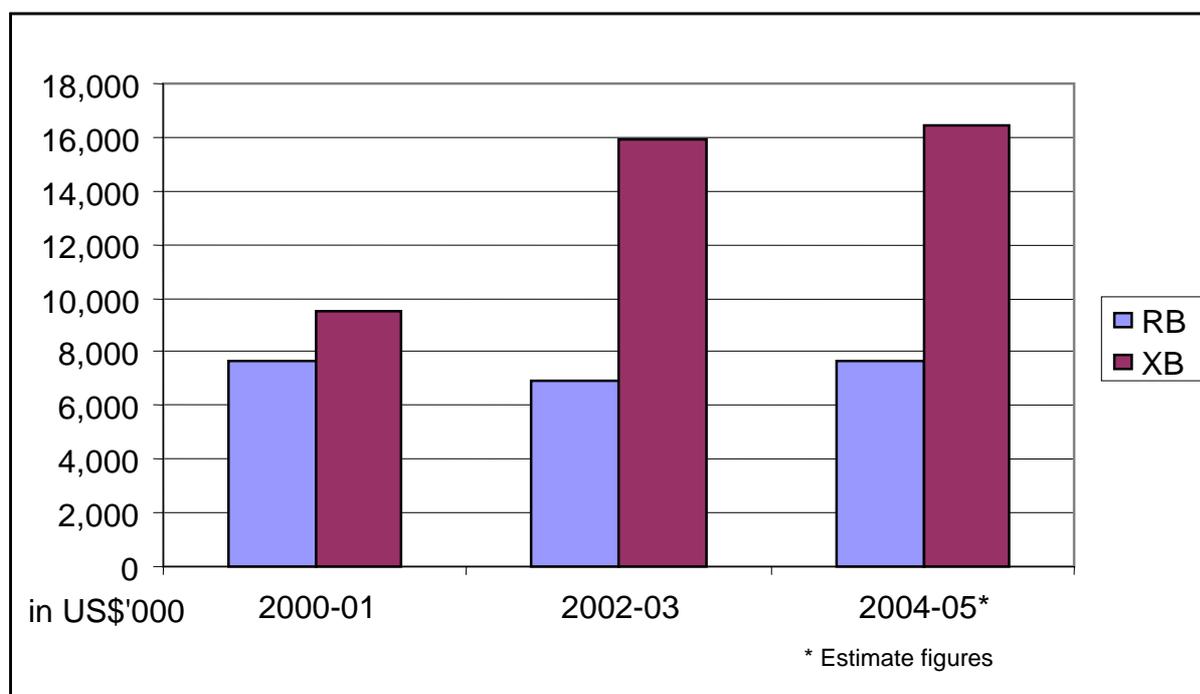


Figure 3. Regional distribution of extra-budgetary funded technical cooperation funds in the technical area of social dialogue, labour law and labour administration, 2000-05

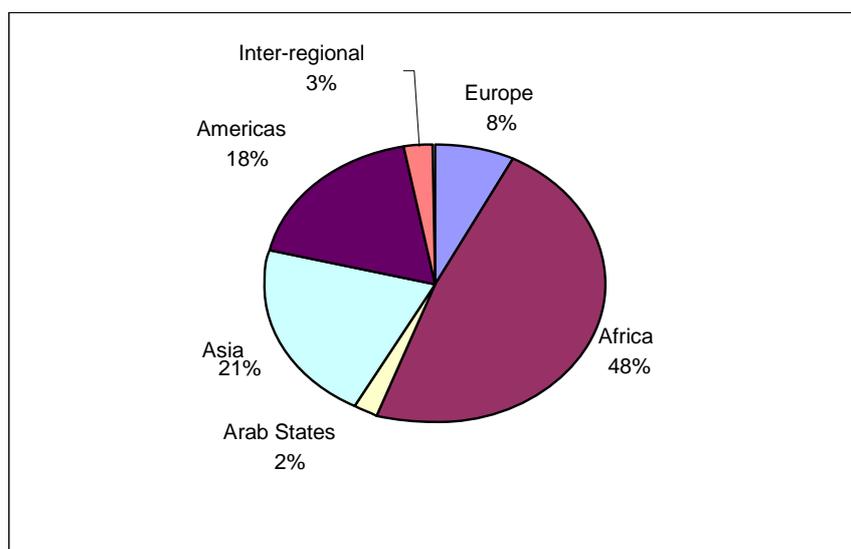


Table 4. Field technical specialists by subregion and area of expertise

Subregion	Title
SRO Lima	Labour law and labour administration
SRO Budapest	social dialogue
SRO Manila	Labour relations and labour administration
SRO Port-of-Spain	Labour relations and labour administration
SRO Cairo*	Labour law
SRO Moscow	Social dialogue
SRO Bangkok	Social dialogue
SRO Harare	Social dialogue and labour administration
SRO San José	Labour law and labour administration
SRO New Delhi	Social dialogue and labour administration
SRO Addis Ababa	Social dialogue and labour administration

* Combined international labour standards/labour law specialist shared 50 per cent-50 per cent with NORMES