International Labour Organization

International Training Centre
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Retreat of Field Office Directors in the African Region

Victoria Falls (Zimbabwe) • 18 – 21 January 2016

FINAL REPORT

Introduction

This report covers the proceedings of the Retreat of Field Office Directors in the African Region, held from 18 to 21 January 2016 in Victoria Falls, Zimbabwe. The event was facilitated by the International Training Centre of the ILO (ITCILO) under commission from the ILO Regional Office for Africa (ROAF).

Objectives of the retreat

The objective of the retreat was to strengthen the capacity of the Field Office Directors to:

- facilitate the implementation of the country-level Outcome-based Workplans (OBW) within the strategy framework set out in the ILO Programme and Budget (P&B) for 2016-17 and taking into account lessons learned from the implementation of the OBWs in 2014-15;
- lead the development of the next generation of Decent Work Country Programmes (DWCP) aligned with the ILO P&B and the higher-level global 2030 sustainable development framework;
- comply with the new enterprise risk management framework of the ILO.

As a direct result of the meeting, Field Office Directors were expected to have increased knowledge on the global level and organizational level strategy framework that are to guide the work of the ILO over the coming years, and how to make these strategy frameworks actionable at the level of Field Offices. Furthermore, Field Office Directors were to have increased knowledge on mitigating business continuity risk. In the long-term, the meeting will make a contribution to increased performance of Field Offices, by way of better aligned DWCPs, higher rates of delivery against OBWs and lower risks to business continuity.

Beneficiaries

The primary beneficiaries of the activity were Directors of ILO Field Offices in the African Region. Twenty-one Directors participated in the event. For a list of participants and resource persons refer to Annex I of this report.

Retreat agenda

The retreat agenda was organized into four thematic blocks, delivered on four consecutive days. The first thematic block was dedicated to the analysis of organizational performance of the ILO, both in global and regional context, including the identification of concrete actions to boost the outreach and impact of Country Offices. The second block focused on the strategy frameworks guiding the work of ILO globally and in Africa in 2016-17 and beyond, and how to better align the workplans of the Country Offices with the regional thematic priorities. The third block focused on concrete actions to make the strategy frameworks actionable in the Region, with emphasis on resource mobilization and facilitation of strategic partnerships. The fourth thematic block was dedicated to training on selected aspects of operational level office management, looking into the findings of the Internal Audit of the African region, selected IDGS, and the development of risk registers for each Country Office. The retreat agenda is illustrated overleaf.

Monday, 18 January	Tuesday, 19 January	Wednesday, 20 January	Thursday, 21 January
TAKING STOCK OF THE 2014-15 BIENNIUM	OPPORTUNITIES IN THE 2016-17 BIENNIUM	MAKING STRATEGY ACTIONABLE	MANAGING RISK AT FIELD OFFICE LEVEL
08:30-09:30 **Opening session** - Ms Hopolang Phororo, Director, CO-Harare - Mr Aeneas C. Chuma, Regional Director for Africa; ***09:30-10:00 Coffee/tea break (group photo)*** ***10:00-12:00*** **ILO corporate reforms:** **- Business processes** Mr Greg Vines, DDG/MR **- Field operations and technical cooperation** Mr Gilbert Houngbo, DDG/FOP ***12:00-13:00*** **ILO Africa performance review- 2014-15 biennium** Mr Aeneas C. Chuma, Regional Director for Africa ***13:00-14:00 Lunch*** ***14:00-14:30*** Keynote address by Hon Priscah Mupfumira Minister of Public Service, Labour and Social Welfare, Zimbabwe ***14:30-17:00*** **Selected issues** **from performance review** **Improving performance in the next biennium** **Moderators:** Mr Andreas Klemmer and Mr Robin Poppe, ITC-Turin Group work Plenary presentation and discussion of group work results	***09:00-10:30*** **The P&B 2016-17: What's new?** - Mr André Bogui, Director, PROGRAM ***10:30-11:00*** ***Coffee/tea break*** ***11:00-12:30*** **ILO Africa: Thematic/programme priorities, 2016-17 biennium:** - Ms Cynthia Samuel-Olonjuwon, Chief, Regional Programming ***12:30-14:00 Lunch*** ***14:00-15:30*** Group work on thematic priorities **- Employment creation** **- Social protection** **- Migration** **- Decent Work in fragile states** Group work **Moderators:** Mr Andreas Klemmer and - Mr Robin Poppe, ITC-Turin ***15:30-16:00 Coffee/tea break*** ***16:00-17:30*** **Working with employers' and workers' organizations – new perspectives** - Mr Francis Sanzouango, Senior Adviser, ACT/EMP - Ms Maria Helena Andre, Director, ACTRAV ***Evening*** ***Sunset cruise on the Zambezi River***	***09:00-10:30*** **Decent Work, Sustainable Development Goals, and AU Agenda 2063: Opportunities for ILO Africa** - Ms Amber Barth, MULTILATERALS - Ms Dayina Mayenga, Deputy Regional Director for Africa ***10:30-11:00 Coffee/tea break*** ***11:00-12:30*** **Development Cooperation Strategy: What's new? What's useful?** - Mr Virgilio Levaggi, Director, PARDEV ***12:30-14:00 Lunch*** ***14:00-16:00*** **Strategic Partnerships for Decent Work** Panel discussion **Moderator:** - Mr Andreas Klemmer, ITC-Turin **Panellists:** ***AGOA and Millennium Challenge:*** - Ms Nancy Donaldson, Director, ILO-Washington - Mr Eric Biel, Bureau of International Labor Affairs, US Department of Labor ***Green Climate Fund*** - Mr David Kaluba, Board Member ***European Union*** - Ms Claire Courteille, Director, ILO-Brussels ***16:00-16:30 Coffee/tea break*** ***16:30-18:00*** **"Future of Work"** - Mr Nicolas Niemtchinow, Special Advisor to the Director-General on the "Future of Work" ***Evening*** ***Dinner at the "Boma" bush restaurant***	***09:00-10:30*** **Audit: Observations from Africa** - Mr Anthony Watson, Chief, Office of Internal Audit and Oversight **Accountability framework** - Ms Carole Coates, Chief, Regional Administrative Services ***10:30-11:00 Coffee/tea break*** ***11:00-12:30*** **Risk Registers for ILO Country Offices** - Mr Clifford Kunstler, Chief Risk Manager ***12:30-14:00 Lunch*** ***14:00-16:30*** **Risk Registers, *cont'd…*** ***16:30 -17:00*** **Retreat Evaluation** ***17:00*** **Closing remarks** - Mr Aeneas C. Chuma, Regional Director for Africa *On the side-lines of the training session, the Regional Director will convene individual meetings with field office Directors*

DAY 1: TAKING STOCK OF THE 2014-15 BIENNIUM

Opening session

The retreat was officiated with speeches delivered by the Regional Director for Africa and the Director of the Country Office for Zimbabwe and Namibia. The keynote address by the Minister of Labour, Public Service and Social Welfare, originally scheduled for the opening ceremony, was eventually delivered at 14:00 hours of the day to accommodate the Minister's schedule.

Hon. Prisca Mupfumira, Minister of Public Service, Labour and Social Welfare, Zimbabwe (second from left)

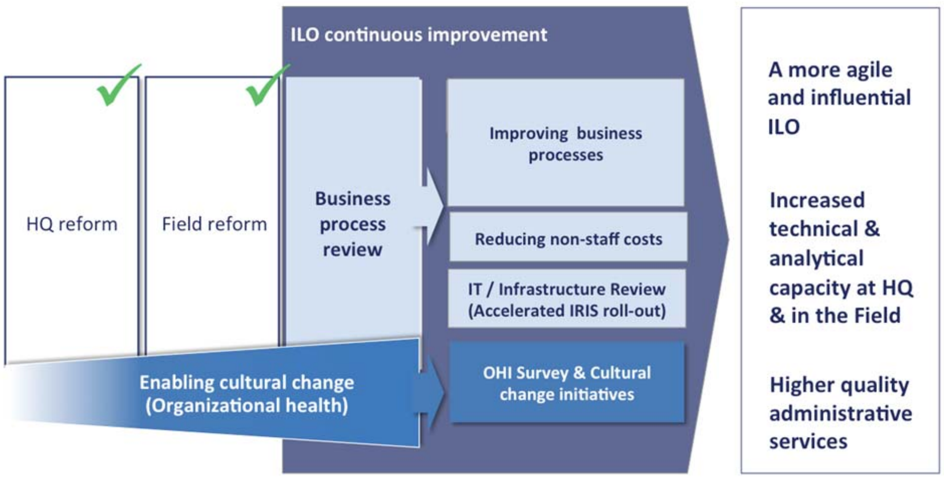
THEMATIC BLOCK 1: TAKING STOCK OF THE 2014-15 BIENNIUM

Day 1, session 1: ILO corporate reforms: Business process reform and field operations and technical cooperation

The objective of the first working session was to furnish Field Office Directors with a snapshot of organizational performance at the global and regional level. The session kicked off with a presentation of the summary findings of a recent survey of global organizational performance delivered jointly by the Deputy Director-General for Management and Reform and the Deputy Director-General for Field Operations and Partnerships, followed by a review of organizational performance at regional level delivered by the Regional Director for Africa.

The review of global organizational performance focused on the recently completed Organizational Health survey and the ongoing business reform process.

The roadmap for institutional reform in the ILO illustrated

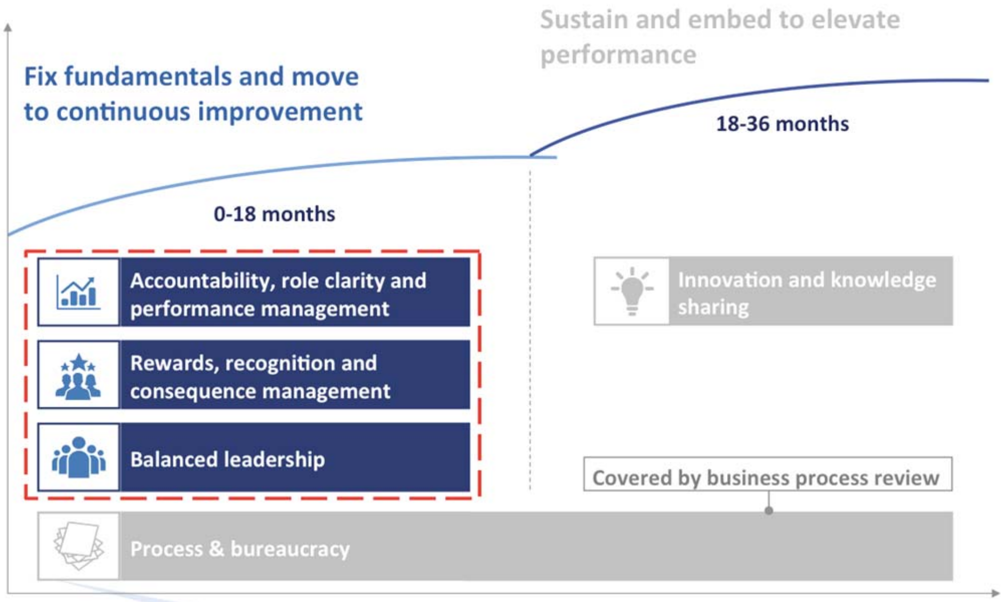


As regards the OH review, a recent staff survey identified a number of areas of organizational strengths and weaknesses. During the presentation, each of these areas was further analyzed. Notably staff based in ILO Offices in the African region showed on average higher levels of satisfaction with the performance of the organization than other regions.

Strengths and weaknesses of the ILO

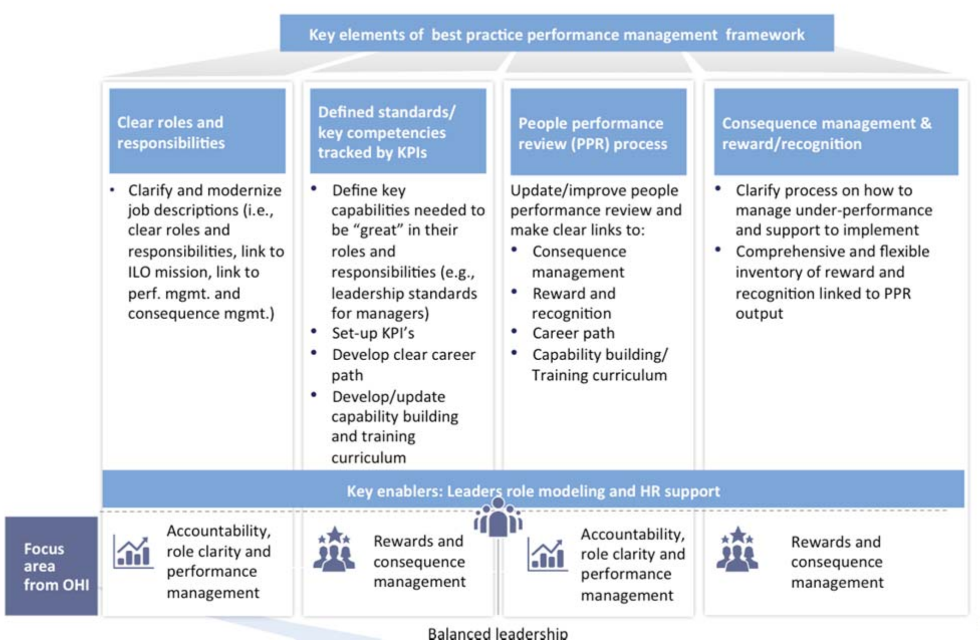
Based on the results of the OH survey, a number of priorities have been identified to improve performance.

Priorities for interventions to improve performance



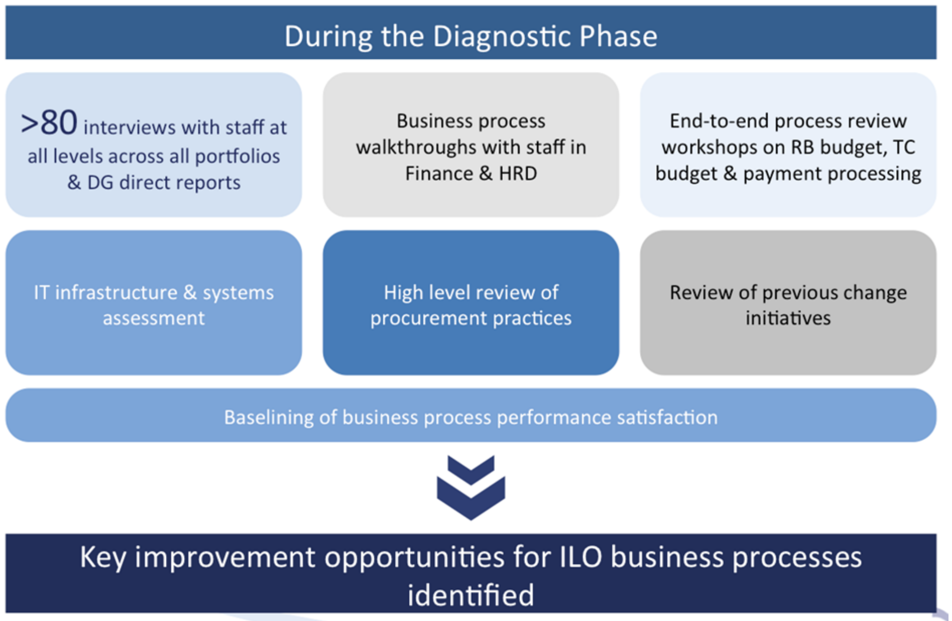
Within these priority areas, the following initiatives are considered for immediate action.

Immediate action foreseen in 2016



Moving on the business process reform, the diagnostic stage of the exercise at HQ level has been completed and a series of key improvement opportunities have been identified.

Milestones of the business process review



Opportunities for ILO business process reform

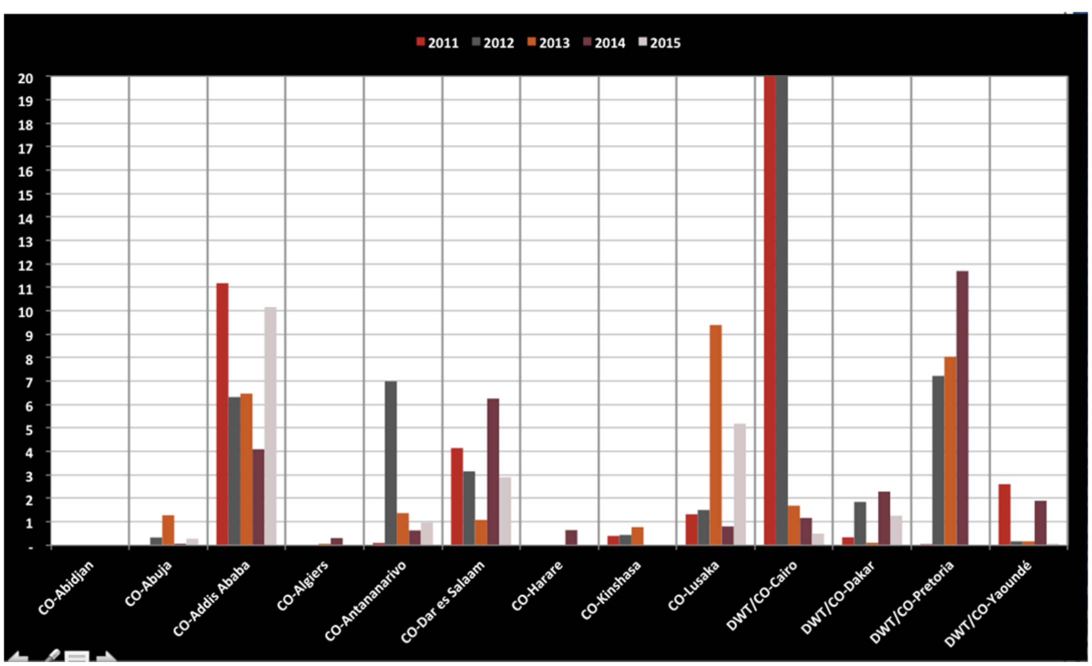
Improving business processes	▪ Review and improve processes and ways of working function by function in HQ, DWTs, regional and country offices ▪ Process workshops and function walkthroughs revealed potential for improvement in the day to day 'way of working' ▪ Results from survey and interviews highlighted frustration with levels of process complexity which impacts delivery ▪ Targeted opportunities identified such as: – improving work assignment to manage fluctuation in demand over the year more effectively – streamlining core processes such as the PO process
Reduce non-staff costs	▪ Seek reductions in non-staff costs across the organization if they are administrative by nature, focusing on large categories of spend such as facilities or travel
IT/Infrastructure	▪ Accelerate IRIS roll-out. (Design workshop on 18th January 2016)

The joint presentation delivered by the DDG's met strong interest from the audience. Clarifications were sought on the regional breakdown of the OH review findings for the African region, the timing of the actions envisaged for follow-up, and to what extent the various surveys had taken into account the findings of earlier research on the subject, and the lessons learnt from earlier organizational reform processes. The creation of several new technical positions in the African region as part of the reform process was explicitly appreciated. The proposed timeline for the IRIS rollout in the African region by 2019 was criticized as under-ambitious.

The presentation of the Regional Director highlighted selected aspects of the performance of Country Offices during the 2014-15 biennium. The Regional Director briefly touched on developments in 2014-15, including the African Regional Meeting convened in October 2015 and the adoption of a list of thematic priorities for the 2016-17, the implementation of the recommendations of the field structure review, the appointment of new Directors and the ongoing relocation of ROAF to Abidjan. In a next step, the Regional Director referenced three enablers for organizational performance in the African region, namely Capital, Compliance and Collaboration.

As regards **Capital**, the RD emphasized the need to reinforce resource mobilization efforts – 2015 saw lowest level of "fresh" technical cooperation resources for the African region since 2007 (just over USD 30 mill). In the 2014-15 biennium, the rate of expenditure was higher than rate of resource mobilization. Also, funding from multi-bilateral development cooperation is drying up for middle-income countries in the region, requiring a stronger focus on domestic resource mobilization. Country Offices will continue playing a key role in driving resource mobilization from the field.

Total XBTC approvals for the African region
Local approvals by ILO Office, 2011-15 (mill USD)



Further to **Capital**, the Regional Director pointed out that the use of Programme Support Income (PSI) would not be in line with the original intentions of the modality and stressed his determination to phase out the inappropriate use of PSI during the 2016-17 biennium; this policy shift might have negative implications for the extension of staff contract currently funded with PSI. The Regional Director also announced that future allocations for RBTC and RBSA will firmly take into account past performance in terms of financial delivery and results.

Moving on to **Compliance**, the Regional Director emphasized the importance of better compliance with key financial performance measures, using the comparatively low RBTC and X-RBTC delivery rates in the 2014-15 biennium as cases to illustrated his point. The Regional Director also stressed the need to boost compliance with HR regulations, and more in particular the timely submission of performance appraisals.

Performance appraisal compliance - African region, 2014-15
as at 31 December 2015

Org. Unit	% compliance	% RB compliance	% TC compliance
CO-Abidjan	44%	45%	40%
CO-Abuja	41%	69%	24%
CO-Addis Ababa	11%	50%	3%
CO-Algiers	26%	86%	11%
CO-Antananarivo	57%	81%	25%
CO-Dar es Salaam	61%	53%	63%
CO-Harare	79%	92%	64%
CO-Kinshasa	38%	38%	N/A
CO-Lusaka	73%	77%	72%
DWT/CO-Cairo	13%	22%	12%
DWT/CO-Dakar	57%	66%	48%
DWT/CO-Pretoria	56%	63%	53%
DWT/CO-Yaoundé	25%	32%	13%
TOTAL	45%	59%	38%

Moving on to **Collaboration**, the Regional Director referred to the results of the online survey of Field Office Directors carried out in the run-up to the retreat. He observed that satisfaction with current levels of collaboration between Field Offices, and between Field Offices and Headquarters were variable. For example, respondents expressed comparatively high levels of satisfaction with support services received from the Regional Programming Unit but were more reserved about the consistency of the follow-up support received from DWST after missions of technical specialists.

Highlights from the pre-retreat online survey of Field Office Directors

	1	2	3	4	5	Total	Weighted Average
HR	9.09% 1	27.27% 3	18.18% 2	45.45% 5	0.00% 0	11	3.00
ADMIN	0.00% 0	0.00% 0	50.00% 5	50.00% 5	0.00% 0	10	3.50
FINANCE	0.00% 0	0.00% 0	9.09% 1	81.82% 9	9.09% 1	11	4.00
PROGRAMMING	0.00% 0	0.00% 0	0.00% 0	81.82% 9	18.18% 2	11	4.18
EVAL	0.00% 0	0.00% 0	20.00% 2	50.00% 5	30.00% 3	10	4.10
D-COMM	0.00% 0	9.09% 1	54.55% 6	18.18% 2	18.18% 2	11	3.45

	1	2	3	4	5	Total	Weighted Average
Average technical quality of services	0.00% 0	0.00% 0	40.00% 4	50.00% 5	10.00% 1	10	3.70
Average response time to requests	0.00% 0	10.00% 1	60.00% 6	20.00% 2	10.00% 1	10	3.30
Level of follow-up support after missions	0.00% 0	20.00% 2	70.00% 7	10.00% 1	0.00% 0	10	2.90

The Regional Director concluded his presentation by recommending for further discussion a number of priority actions to improve the performance of ILO Field Offices in the African region:

- identify a few regional thematic areas of work across Africa;
- map the needs of DWTs/COs in terms of support;
- organize technical specialists' meetings;
- establish communities of practice in technical fields;
- provide regular feedback on the performance of Field Offices;
- increase allocation of RBSA resources for seed funding and strategic use for TC;
- increase transparency on resource allocations.

In the discussion following the presentation made by the Regional Director, the need to step up resource mobilization efforts in the new biennium and improve delivery rates viz RBTC and X-BTC was widely acknowledged. The intention to increase transparency on the allocation formulae for regular budget and regular budget supplementary accounts was welcomed. The Regional Office was cautioned about the large number of staff contracts in the General Service category depending on PSI - a policy shift could directly impact on the quality of support services rendered by FINANCE/ADMIN units in Field Offices.

Day 1, session 2 and 3: Towards more effective, timely and balanced delivery

The afternoon of the first day of the retreat was set aside for group work, in order to jointly draw up proposals for concrete actions to improve the performance of field offices in the new biennium, and building on the priority areas identified in the morning.

The group work involved the following process:

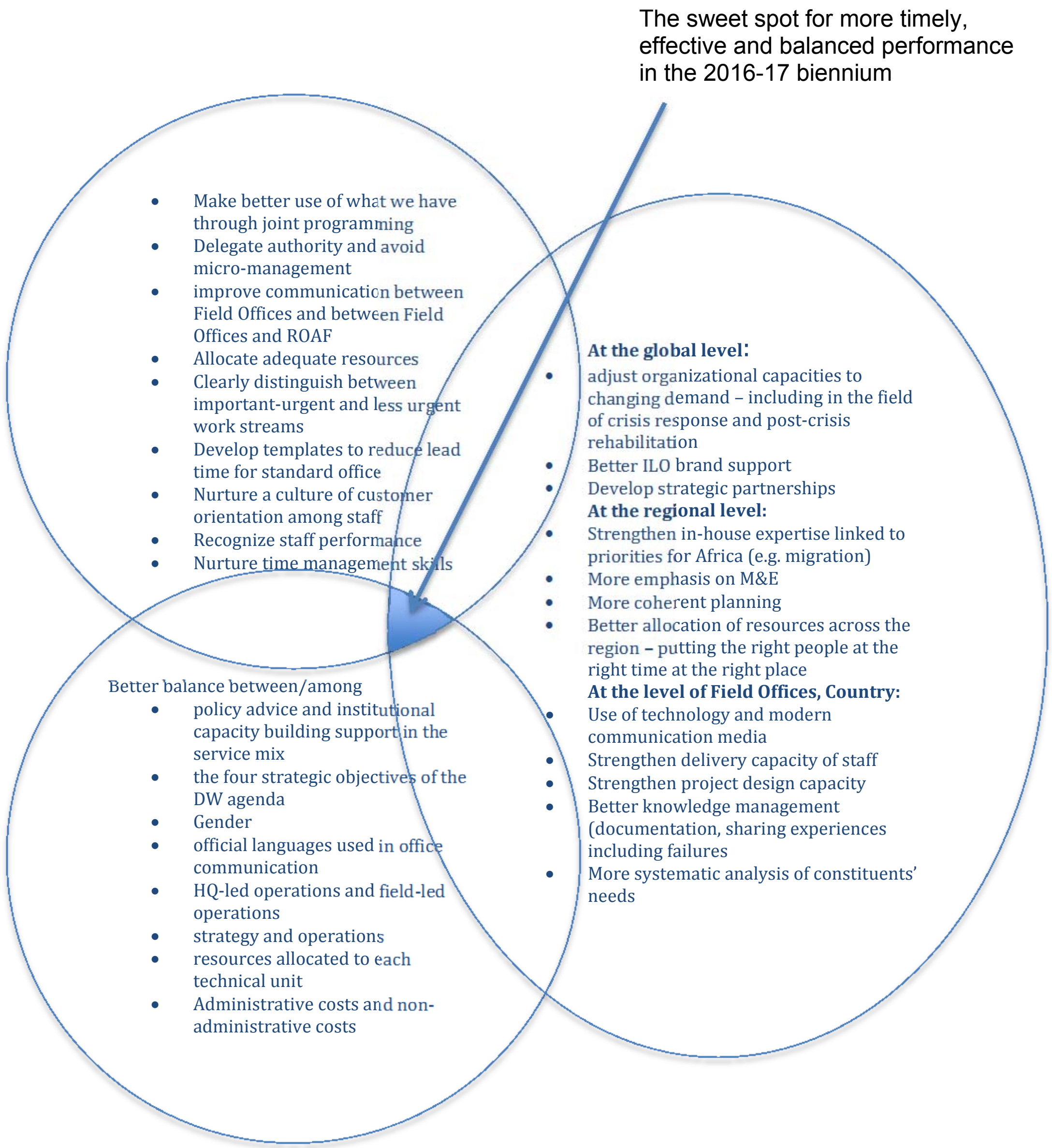
In a first step, the session moderator provided a high-level summary of what worked and what didn't, based on the findings of the above-mentioned online survey commissioned by ROAF, and also drawing on the conclusions presented by the Regional Director.

In a second step, participants were grouped around three tables to discuss concrete actions to improve performance. Using the concept of a "World Café", each group focused on one performance aspect, namely **Effectiveness** (how to generate results and demonstrate concrete positive change or impact), **Balance** (between the needs of constituents and the competencies/expertise of the ILO), **Timeliness** (delivering services according to plan and in line with set targets). The discussions at each table was led by a table host and lasted for 15 minutes per round. After 15 minutes, the groups rotated onwards to the next table, where they were welcomed and briefly inducted by the table before continuing the debate with focus on the new performance aspect. After two rotations, all participants had thus analyzed the subject from the three angles. The second step was concluded with a brief presentation by the table hosts of the findings produced at their table.

In a third step, and building on the results of the World Café participants brainstormed about concrete actions for improving the performance of Field Offices in the African region. To structure the brainstorming process, an adaptation of the 25/5 crowdsourcing method was used (http://compass.itcilo.org/methodology/2510-crowd-sourcing/).

In a fourth step, the five proposals eventually ranked top by participants were shortlisted and further developed into concrete actions by way of group work. Along the way, the Troika-Consulting approach was applied, (http://compass.itcilo.org/methodology/troika-consulting/), to facilitate feedback loops between working groups. The fourth step concluded with the presentation and discussion of the five proposals in plenum.

The following intervention points for improving the performance of Field Offices were identified by participants during the World Café:



The following ideas for concrete actions were generated during the second and third step of the group work; proposals in text boxes shaded in grey were eventually shortlisted by participants for further development:

List of concrete actions for performance improvement proposed by participants

Improve training in results-based management	Speed up the recruitment process of specialist, in order to have the full set by July 2016	Timely and enhanced request of inputs from field offices on resource allocation RBSA/RBTC	Professionalize communication strategies for regular budget and project staff	More visibility of the results achieved at national level	Focus activities based on resources and constituents' needs	To have a national coordinator as focal point in some strategic countries (e.g. Comores)
Development of joint office workplans that are aligned with the staff performance appraisal cycle	Develop an DW analysis toolkit	Cross pollination of creative office management by having Directors visit other offices	For requests from country offices, have a joint RAS/RPU/HRD response or guidance	Strengthen partnership with the donor community and the UN system; remain focused on ILO's comparative advantage	Joint programming between the DWST and the Country Offices	Groom my supervisors to be effective leaders who focus on delivering decent work results
The Regional Director and Office Directors who have interest and capacity work in a strategic partnership with their constituent governments and social partners with the US government and US social partners to take advantage of AGOA, GSP and other trade instruments with ILO labour goals to promote FDI and better labour standards						

The following five actions were further developed into draft proposals for submission to ROAF:

1. **Develop an office workplan that is aligned with the performance appraisal framework for office staff**: At the beginning of the biennium, when beginning of cycle performance appraisals are due, organize a joint programming workshop with Decent Work Support Teams and Country Offices, with parallel consultations with HQ. From the joint workplan, cascade unit workplans (including for TC projects) and individual workplans, and fix workplan targets with targets in the beginning of cycle appraisals. Then link annual progress reporting under the OBW review to performance cycle reporting (Beginning of cycle, Mid-Term Review after 12 months and End-of-Cycle after 24 months).

2. **Improve Results-Based Management (RBM) through regional training of RB and TC staff**: The goal is to improve RBM and boost delivery rates. The initiative involves in step 1 a joint training activity to strengthen individual understanding of RBM and to get buy-in from all staff including TC staff. In a second step, workplanning activities across the region are to be synchronized, from strategic level office directors retreat down to operational level joint programming workshops at the level of ROAF, DWST and Country Offices. Once the planning stage has been completed and the implementation stage begun, in a third step Country Offices are to convene monthly TC/Programme monitoring meetings. Ultimately, the goal is that everybody is on the same page during the OBW review meetings. More thinking required in cases where ILO is non-resident.

3. **Joint DWST/CO programming**. Based on DWCP and after tripartite consultations, produce a joint implementation workplan and monitoring plan for specialists and DWST. Convene a joint programming meeting between DWST and CO and there develop a joint workplan with specific focus on target Country Programme Outcomes (CPO) in the Strategic Management Module (SMM). Flowing from that joint workplan, individual specialists' workplans are delineated and synchronized. Synchronize the monitoring plan with OBW review sessions to assess progress and agree on remedial action where required. Link the workplan with the outcome coordinators in the technical departments, monthly progress review meetings with specialists and CO directors either by country or to discuss target CPO under particular outcomes. Ensure a link with ROAF for technical inputs but also for strategic linkage with the continental priorities and also link with the CO specialists.

4. **Upgrading communication strategies**: Mostly create a culture of communication and mainstreaming it into the daily work of Country Offices. The main goal is to improve performance, build people's confidence in the use of social media and highlight impact and enhance capacity. In terms of strategy, lean back on the social media governance framework to be released by ILO, and implement the ILO regional communication strategy. Concrete follow up are for Directors to nominate champions for web and social media promoters. Training of these champions plus Directors plus CTA's, NPC's and selected specialists through DIGICOM together with ROAF. Focus on key messages to be derived from the related strategy frameworks. Monitoring of the key messages through ROAF guidelines. Questions: Funding and consultations with tripartite constituents.

5. **Develop a standardized tool for measuring and assessing Decent Work**: The purpose of the tool would be to measure progress in the implementation of the Decent Work Agenda, to support the work of TC staff, help guide investment decision and, last but not least, to facilitate partnership with International Finance Institutions. As acknowledged by the working group, there are already several tools in place, including a set of Decent Work Indicators and a Decent Work Country Profiling toolkit; the idea is therefore not to create a new tool but rather to understand why the existing tools are not being used. It could be that people are unaware of the tool or do not claim ownership thereof, or that the lengthy and costly process of implementing the analytical process has deterred offices from using the toolbox. Also, it seems that some countries do not like to be ranked on a Decent Work scoresheet. The proposal of the working group is to simplify the Decent Work Country Profiling process while retaining the core steps. The tool should be gradually introduced in a country and not necessarily all at once, the tool might be incorporated into existing national systems in order to ensure local ownership. Funding for implementation will need to be made available. For this biennium a few middle income countries should be selected and the existing tool used. The outcome can benefit the country/region and also serve as a basis for revision at HQ of the instrument.

DAY 2: OPPORTUNITIES IN THE 2016-17 BIENNIUM

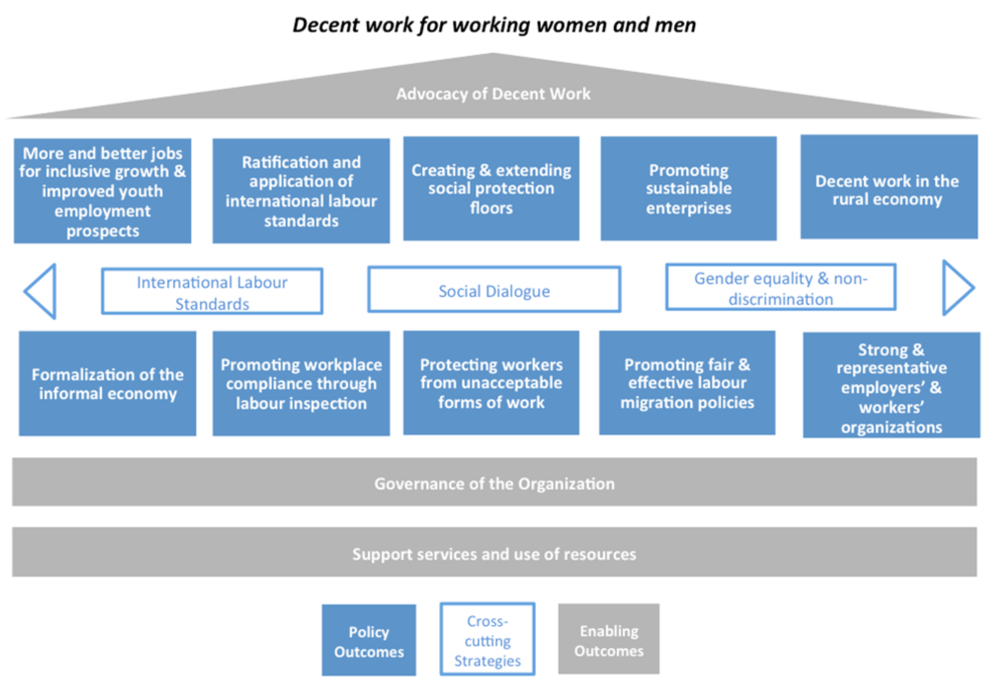
Day 2, session 1: The P&B 2016-17: What's new?

The first session of the day was delivered by Mr André Bogui, Director of PROGRAM. His presentation was structured in three parts. In the first part of the session, Mr Bogui presented the ILO results framework of the Programme and Budget (P&B) for 2016-17 including the ten policy outcomes, the three enabling outcomes and the three cross-cutting policy drivers. He reiterated that the approach taken put an end to the previous correspondence of the nineteen outcomes of the P&B 2014-15 with HQ policy departments. The current results framework is meant to be more focus and to facilitate "delivering as One ILO for results".

As highlighted by the Director of PROGRAM, the outcomes and cross-cutting policy drivers (CCPD) should be considered interlinked and mutually reinforcing; many of them effectively transcend the sphere of expertise of the technical departments of the ILO (case in point are outcomes 5 and 6) and therefore require interdisciplinary thinking and collaboration at the level of global technical teams.

Mr André Bogui, Director, PROGRAM

The strategy framework underpinning the ILO 2016-17 P&B



The second part of his presentation focused on managing for results. He stressed on some key areas including coordination of the outcomes; planning, implementation and monitoring; resources management and delivery; and evaluation and reporting. With respect to the outcome-based workplan, Country Offices can now link their CPO to up to three indicators within the same policy outcomes (while CPO status will continue referring to the primary indicator only). Also, all CPO should in future be linked to the CCPD, with a scoring scale attached.

The Director of PROGRAM reiterated a concern raised earlier by the Regional Director about delivery rates in the 2014-15 biennium in the African region; as of 30th November 2015, delivery rate for RB in Africa stood at 84.51% while delivery rate for RBTC stood at 80.51%. In the same month, the delivery rate for RBSA amounted to a mere 61% (excluding any balance carried forward). To avoid a repeat of the situation in the 2016-17 biennium, more attention will be laid on the achievement of delivery milestones measured along six month reporting intervals.

The third part of the presentation of the Director of PROGRAM focused on the emerging strategic policy framework 2018-21 and the P&B 2018-19 derived from it. In a nutshell, pending the evaluation of the impact of the 2008 Social Justice Declaration, the overarching goal of Decent Work for All and the four strategic objectives linked to employment, rights at work, social protection and social dialogue are still considered relevant. ILO vision is shared globally and the Decent Work Agenda is well reflected in the 2030 Agenda. To stimulate a discussion on the results framework and to get the views of the participants, he suggested a brainstorming session around three options. Option 1 is to continue working along the policy outcomes and enabling outcomes of the 2016-17 P&B (retain *status quo*); option 2 is to realign these outcomes with the Sustainable Development Goals linked to the 2030 sustainable development framework; and option 3 is to adopt a comprehensive review of the outcome framework beyond alignment with the Sustainable Development Goals.

Roadmap towards the SPF 2018-21

Dates	Key Events	Key Milestones
March 2016	GB 326	IR 2014-15
April 2016		**DG's Programme Guidance Letter** PROGRAM's Memorandum
May 2016	Informal Consultations	Informal consultations organized by ACTRAV and ACTEMP PROGRAM organizes meetings on the PGL and the Memorandum with OCTs, HQ departments and Regions.
June 2016	**ILC 2016 / Evaluation of the Social Justice Declaration** Informal Consultations	Meeting with Regional Coordinators and Government Representatives
July 2016		Inputs from HQ and Regions
Sep 2016	Informal Consultations	Tripartite Informal Meeting
Nov 2016	GB 328	**Submission of the SP 2018-21 for GB endorsement**

After the presentation, participants convened in four groups in order to discuss the various strategic options. The main tenor of the working groups was to maintain the pillars of the strategy framework of the 2016-17 P&B but to align the policy outcomes with the SDG's and the policy priorities of the Ouaga+10 resolution and the African Union 2063 Agenda. One of the working groups noted with concern the proliferation of ILO strategy frameworks in the recent past (Decent Work Agenda, flagship programmes, centenary initiatives) and called for a push for increased policy coherence inside ILO and before aligning the policy outcomes with any external overarching goals. Another working group highlighted the need to differentiate the ILO mandate with the overarching strategy frameworks of the AU and the UN system and therefore to focus on few SDG rather than seeking full alignment. This way, ILO could bar the risk of diluting its core mandate. Finally, one working group suggested elevating the cross-cutting policy driver social dialogue to the level of a policy outcome and in turn to drop policy outcome 7 linked to labour inspection. All working groups agreed that the consultations meant to lead to the development of the 2018-21 strategy framework would need to be facilitated without delay to avoid strategic paralysis of the ILO.

Day 2, session 2: Introduction to the thematic priorities of the ILO in the African region in the 2016-17 biennium

In the second session of the day, the Head of the Regional Programming Unit in ROAF introduced the thematic priorities for the ILO in the African region during the 2016-17 biennium. She set off by describing the political and economic context in the region, and then moved on to shed light on the thematic priorities for Africa listed in the P&B 2016-17, namely:

- Youth Employment
- Social Protection
- Labour Migration
- Decent Work in Fragile States
- Social Dialogue.

Ms Cynthia Samuel-Olonjuwon, Head, Regional Programming Unit, ROAF

She also highlighted the cross-cutting concerns for the generation of Labour Market Information, the promotion of Gender Equality and respect for International Labour Standards.

In a next step, the Head of the Regional Programming Unit cross-referenced these thematic priorities with the thematic priorities adopted during the African Regional Meeting in November 2015, namely to:

- create decent jobs for all, with particular emphasis on youth, women and persons with disabilities;
- extend social protection by establishing and maintaining national social protection floors based on Recommendation No. 202 "Social Protection Floors, 2012";
- enhance labour migration governance at national, sub-regional, regional and international levels, and developing policies that take into account labour market needs, based on relevant ILO standards and in accordance with the ILO Multilateral Framework on Labour Migration;

- promote effective social dialogue and tripartism;
- accelerate the transition from informal to formal economy based on Recommendation No. 204 “Transition from the Informal to the Formal Economy, 2015”;
- improve the environment for sustainable enterprises especially micro, small and medium-sized.

She noted that the ARM had effectively further specified the thematic priorities for Africa listed in the P&B, and how to give them better effect through:

- aligning ILO’s programme in Africa to the AU Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development as well as the AU Agenda 2063;
- promoting synergies with regional organizations and institutions, particularly the African Union Commission, NEPAD, the UNECA, and the African Development Bank and Other UN Agencies;
- supporting Regional Economic Commissions Decent Work Outcomes;
- strengthening Strategic Partnerships beyond regional institutions;
- facilitating the implementation of the Joint AUC/ILO/IOM/ECA programme on Labour Migration Governance for Development and Integration in Africa (JLMP);
- providing evidence-based research, analysis and technical advice to constituents on issues related to the Decent Work Agenda;
- promoting South-South Cooperation as a means to facilitate the exchange of experience;
- building capacity of constituents to effectively contribute to decent work;
- facilitating the engagement of ILO constituents in the work of the UN Country Teams;
- promoting the ratification and implementation of the Conventions concerning fundamental principles and rights at work;
- stepping up efforts to promote the ILO Multinational Enterprises Declaration;
- developing and implementing, in consultation with the constituents, a new generation of Decent Work Countries Programmes (DWCPs) that are aligned with the 2030 Agenda for Sustainable Development, the AU Agenda 2063, and the AU Declaration on Employment, Poverty Eradication and Inclusive Development;
- expanding development cooperation programme on the continent, and reinforce resource mobilization efforts, including through domestic resource mobilization;
- expanding the Office’s engagement in Africa’s Fragile States on the basis of the regional framework strategy;
- preparing a report on the implementation and impact of this Declaration for review by the 14th ARM (2019).

The Head of the Regional Programming Unit concluded her presentation by specifying the implications of the ARM for the work of Field Offices in the 2016-17 P&B, effectively calling for:

- Enhanced Programme coherence:
    - more coherent linkages between global (SDG 2030), regional (Ouaga +10) and national frameworks (National Sustainable Development Plans);

  - facilitate the engagement of tripartite constituents in the national Sustainable Development Plans;
  - DWCPs align with the AU Declaration and Plan of Action on Employment, Poverty Eradication and Inclusive Development (Ouaga +10)/ Agenda 2063.
- More systematic Decent Work Programming at the REC Level:
  - SRDWPs;
  - Support for sub regional employers' and workers' organizations;
  - Promote Decent Work within Regional Integration.
- Facilitation of Strategic Partnerships - AUC, NEPAD, UNECA, AfDB as well as the World Bank and IMF.
- Acknowledgement of the ILO-wide responsibility for facilitating the "implementation of the joint AUC/ILO/IOM/ECA programme on Labour Migration Governance for Development and Integration in Africa (JLMP)".

Day 2, session 3: Identification of the comparative advantage of the ILO under each thematic priority

In the third session of the day, participants convened in groups to jointly determine the comparative advantage of the ILO under selected themes identified as priorities for the African region in the 2016-17 biennium. Four themes were pre-selected for discussion: "Youth employment", "social protection", "labour migration" and "Decent Work in fragile states".

Group work was organized along four steps:

1. In four parallel working groups, participants were asked to answer the following question: "What is the specific role of the ILO in addressing the thematic priorities and how should it interact with others to achieve the expected results together (within the ILO -e.g. among field offices-; beyond the ILO -e.g. with the UN system, national partners-; through linkages between thematic priorities)?".
2. For each group, one spokespersons summarized the findings in a short pitch of one and half minute, highlighting the most essential or unique dimensions of their group's proposal in an attractive, thought-stimulating, convincing manner and acting as if they were making this presentation to an audience of donors.
3. Each participant received two fake Dollar notes which they were to place next to the thematic pitches that they found most convincing. Participants acted as if they were representing a donor who has decided to financially support one or more thematic priorities.
4. The four thematic pitches were then ranked based on the amount of Dollars received during the ranking exercise. During the debrief, participants were then asked why they were attracted/convinced by the winning pitch and what could be improved in the others, considering that the aim was to focus on interactions, joint implementation and building/strengthening partnerships.

Below is a transcript of the four proposals developed by the working groups. The outline of an integrated approach to promote a fair deal for migrant workers attracted most interest while the call for joint action in support of social protection proved to be least popular during the vote.

Youth employment: *The Youth is the largest age cohort in Africa today; therefore, the promotion of youth employment is a priority to maintain economic, political and social stability. Today, many of Africa's Youth is unemployed or underemployed. While the region has experienced fast development in recent years, economic growth has not been employment-intensive and led to increasing inequality. The ILO has a comparative advantage in addressing the youth unemployment challenge. This is through its packages and tools to address the various dimensions of the unemployment challenge. The ILO is proposing an integrated approach to tackle the youth employment challenge that addresses both the supply and demand side of the labour market, and the linkages between both sides. The integrated approach comprises of advisory services on youth-employment specific policies on the macro-level, and a combination of skills training, entrepreneurship development and technology-supported job matching services on the micro-level.*

Social protection: *Social protection mitigates against the risks of life, and against the risks related to working life in particular. ILO takes social protection as an important aspect of its work, primarily focusing on the facilitation of access of workers and their families to social security through the extension of a social protection floor. ILO also provides policy advice on social assistance programmes (the so-called "employment intensive investment programmes") in support of particularly vulnerable target groups. Other roles of the ILO include training, advocacy, research and actuarial assessments, capacity building, and policy advisory services. ILO works in partnership with other organizations like UNICEF, World Bank and the tripartite constituents.*

Labour migration: *The main message is: No decent work for migrant workers equals no decent work for all. The ILO is about decent work for all; labour migrants are in search of work and ILO has to ensure that it is a decent job. Our comparative advantage is three-fold: 1) We are the custodians of a set of International Labour Standards that directly and indirectly address labour migration, 2) we build on social dialogue to facilitate the design of consensus-based policies to promote decent work for migrant workers, 3) we can facilitate the implementation of these policies through our tripartite structures on the ground. ILO has developed a comprehensive approach to labour migration that addresses each step of the labour migration cycle and addresses the root causes of vulnerable labour migration, fragility, youth employment and social protection.*

Decent Work in Fragile States: *The ILO was created in 1919 to respond to a situation of global economic, political and social fragility. Its mandate is still relevant to support development in countries affected by fragility. How can the ILO best do this? The ILO will need to have a country or situation assessment of the state of fragility and set criteria for its intervention. Africa is a continent with a number of self-declared fragile states. ILO is uniquely positioned to intervene in support to these fragile states through its affiliation with the global G7+ partnership established by self-declared fragile states – ILO is the only multilateral agency in this coordination platform linked to the G7 mechanism. The ILO will need to intervene as "one ILO" in an integrated way, to respond to new challenges and to constituents' needs. For this, the ILO has set up a virtual team that comprises different sectoral specialists, managed by one staff who will be acting as a coordinator. In case of crisis the person will be responding quickly and mobilize the appropriate skills. Interventions will be tailor-made depending on the needs assessment, likely including interventions to increase access for vulnerable target groups to social protection, employment intensive investments, youth employment programmes and the establishment of platforms to promote social dialogue.*

Day 2, session 4: Working with constituents in the African region – new perspectives from the Bureaux for Workers' Activities and Employers' Activities

The fourth session of the day focused on the facilitation of institutional capacity building support for workers' and employers' organizations in the African region. The session was facilitated by the Director of the Bureau for Workers' Activities; the participation of the Director of the Bureau for Employers' Activities had to be cancelled due to conflicting assignments but a presentation of the employers' perspective was distributed after the session.

Ms Maria-Helena André, Director, ACTRAV

Ms André started off by highlighting that a large part of the ACTRAV team in Africa is in transition in the biennium, with half of workers specialist expected to move on. Ms André reiterated that ACTRAV specialists in the region would be at the service of the Decent Work Support Teams and the respective offices where they are located, but mindful of their special obligations towards workers organizations. She then talked the global ACTRAV retreat held in October 2015 where both regional and global priorities were established, with participation from all workers' specialists from the African region. The global approach of ACTRAV will be threefold:

1. direct support to workers' organizations at the national, regional , global and sectoral levels spanning all outcomes of the ILO results framework;
2. assistance to workers constituents in ILO governing organs and tripartite policy making bodies;
3. work with technical units to mainstream the policy perspectives of workers constituents into other ILO outcomes and programmes.

The ACTRAV strategy framework for 2016-17 will continue to include the priorities and delivery tools established in the previous biennium, the strategy text of outcome 10, global products, country programme outcomes, workplans and end of the biennium implementation report. It contributes to the objectives not only under outcome 10, but also to the other outcomes of the organization.

During the global ACTRAV retreat, six issues were identified as common to all the regions and were selected to be addressed in a regional or sub-regional manner, namely:

- International Labour Standards
- Global Supply Chains
- Transition from the Informal to the Formal Economy
- Sustainable Development Goals
- Freedom of Association and Collective Bargaining
- Labour Migration

These areas will be developed centrally, with the participation of HQ, field and Turin colleagues, and delivered in the five regions. The aim is to create a more holistic approach to the issues addressed and use similar tools and activities across the regions.

Ms André moved on to highlight the priorities for workers' organizations in the African region during the new biennium, cross-referencing them with the conclusions of the African Regional Meeting in Addis Ababa. She identified the following priorities:

- proliferation of trade unions;
- declining union membership;
- high levels of unemployment, particularly among Youth;
- informal economy;
- violation of workers' rights;
- minimal coverage in collective bargaining;
- Decent Work deficits, especially in Global Supply Chains, Export Processing Zones and extractive industries; and
- limited communication tools and skills.

She further expanded on selected priorities in the list above, describing the work cut out for ACTRAV to promote formalization and to facilitate a fair deal for migrant workers. As far as the formalization of the informal economy is concerned, ACTRAV will focus on awareness raising among ILO staff awareness and capacity building for workers' organizations on Recommendation 204, emphasize on the inclusion of the theme into the next generation of Decent Work Country Progammes and furthermore plans to develop a communication tool to mobilize Informal Economy workers. As far as the target group of migrant workers is concerned, the focus is to be laid on labour migration in the Western and Eastern African migration corridors, and involve a combination of advocacy campaigns on relevant International Labour Standards, the development of a pre-migration awareness package, the documentation and dissemination of best practice on promotion of minimum wage rights and how they can be integrated into unions of receiving countries, the development of strategies for achieving the ratification of Convention 189 and the building of alliances and joint action between sending and receiving countries.

Ms André concluded by sketching out some of the vectors to determine the formulation of the 2018-21 strategy framework. Among these are just transition, employment and skills, and tripartism and social dialogue from a qualitative aspect, and International Labour Standards. Collaboration between ACTRAV and the African region should continue to be based on the principles of open communication, relations with trade unions at national, sub-regional and regional levels, closer collaboration and implementation of joint strategies, and a collective effort to deliver on the declaration of the African Regional Meeting, including rights and social dialogue, engagement in fragile states, migration, multinationals and employment and new technologies for youth employment.

DAY 3: MAKING STRATEGY ACTIONABLE

Day 3, session 1: Decent Work, Sustainable Development Goals and the African Union Agenda 2063 – Opportunities for ILO Africa

In the first session of the day, speakers highlighted the link between the Decent Work Agenda of the ILO and overarching regional and global strategy frameworks. The first presentation was delivered by Ms Amber Barth, Senior Specialist from MULTILATERALS, and captured the background and content of the 2030 Sustainable Development framework and its implication for the work of ILO.

Ms Amber Barth, Senior Specialist, MULTILATERALS

Ms Barth briefly captured the process leading towards the adoption of the Agenda and then outlined the 17 goals of the framework.

The Sustainable Development Goals illustrated

She went on to focus on “SDG 8 - Decent Work and economic growth”, illustrating the relevance associated particularly in the African region with this theme.

More in particular, she referenced selected targets linked to SDG 8, to illustrate the high level of congruence with the Decent Work Agenda of the ILO:

- Target 8.3 - Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services.
- Target 8.4 - Improve progressively through 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-year framework of programmes on sustainable consumption and production with developed countries taking the lead.
- Target 8.5 - by 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- Target 8.6 - by 2020 substantially reduce the proportion of youth not in employment, education or training.
- Target 8.7 - take immediate and effective measures to secure the prohibition and elimination of the worst forms of child labour, eradicate forced labour, and by 2025 end child labour in all its forms including recruitment and use of child soldiers.
- Target 8.8 - protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment.
- Target 8.b - by 2020 develop and operationalize a global strategy for youth employment and implement the ILO Global Jobs Pact.

Ms Barth then moved on to reference the link between the Decent Work Agenda and other SDGs:

DWA- in other SDG goals

SDG1	1.3 implement nationally appropriate social protection systems and measures for all, including floors
SDG2	2.3 … opportunities for non-farm employment
SDG3	3.8 achieve universal health coverage (UHC),
	3.c recruitment, development and training and retention of the health workforce in developing countries
SDG4	4.3 by 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education
	4.4 by 2030, increase by x% the number of youth and adults who have relevant skills, including technical and vocational skills,
	4.5 equal access to vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations
SDG5	5.4 recognize and value unpaid care and domestic work
SDG9	9.2 … raise significantly industry's share of employment
	9.3 SMEs' integration into value chains and markets
SDG10	10.3. equal opportunity… reduce inequalities … promote appropriate legislation..
	10.4 fiscal, wage, and social protection policies to progressively achieve greater equality
	10.7 facilitate orderly, safe, regular and responsible migration and mobility of people
SDG16	16.10 protect fundamental freedoms, in accordance with national legislation and international agreements
SDG17	17.18 availability of high-quality, timely and reliable data in developing countries

Ms Barth next discussed the implications of the 2030 Sustainable Development Framework for the work of ILO in coming years. The opportunities and challenges identified by Ms Barth are captured below:

Opportunities	Challenges
• Mainstreaming Decent Work through development of new national Sustainable Development Plans, UNDAFs, DWCPs (40+ countries in Africa in upcoming years) • Rights based Agenda - ILO norms and standards embedded in country operations (8 core labour standards considered human rights) • Increased policy coherence and integrated policy advice through joint research and programming (CCA`s; UNDG MAPS – Mainstreaming, Acceleration, and Policy Support) • New or expanded issues-based partnerships – Global Initiative on Decent Jobs for Youth; forced labour, social protection (34 of 48 LDCs in Africa – High Level LDC Midterm Review meeting 27-29 May 2016) • ECOSOC national reports for HLPF are an entry point for dialogue and engagement on SDGs, provide supporting analysis and partnerships (Morocco, Sierra Leone and Madagascar) • ILO flagship reports and supervisory mechanisms can be considered as part of the monitoring and accountability frameworks • Engaged UNCTs could amplify the ILO action even in countries with no ILO presence – e.g. on social protection.	• Implications of a universal agenda for developed and developing countries: from LDCs to HICs • Adequate human and financial resources to meet demand of constituents • Addis Ababa Action Agenda places strong emphasis on domestic resource mobilization – prospects for increased funding may not be great • Adequate investment on data gathering and statistics to measure and monitor results • Need to translate ILO policies and norms into operations (elaboration of manuals and operational tools, training and capacity building) • UNCTs and IFIs to cooperate, exchange information and coordinate action

Ms Barth concluded her presentation by referring to preparedness plan launched by MULTILATERALS to coordinate the process of aligning the work of the ILO with the sustainable development framework. Among the actions foreseen under the preparedness plan is the identification of pilot countries in each region where ILO engagement is supported by constituents and partners. For these pilot countries, the Regional Offices are to specify a bundle of support services from Headquarters and the Global Technical Teams in order to demonstrate the contribution that ILO can make towards the attainment of the sustainable development goals.

Back-to-back with the presentation on the Sustainable Development Framework, Ms Dayina Mayenga, Deputy Director, ROAF, delivered a lecture on the link between the AU Agenda 2063 and the ILO Decent Work Agenda. In a first step, she explained the aspirations of the AU Agenda 2063, including the explicit reference to Decent Work in the first aspiration of the strategy framework.

Ms Dayina Mayenga, DRD for Africa

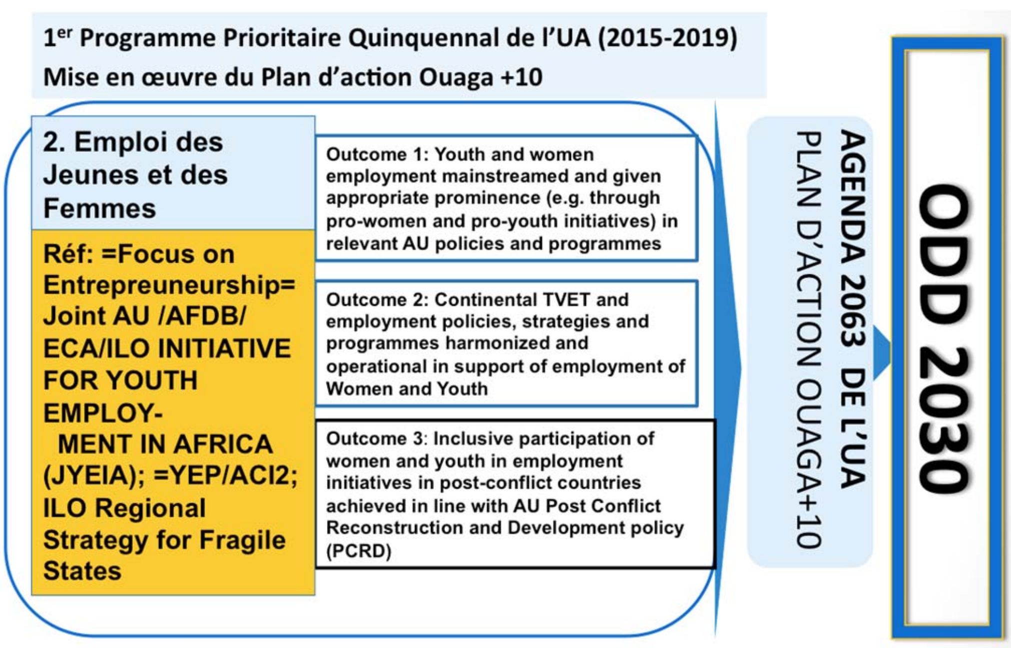
Other building blocks of the Decent Work Agenda explicitly referenced in the AU Agenda 2063 are education and skills development, and the empowerment of women and the Youth. She also pointed towards the thematic link between the aspiration of the African

Union towards a common market with free movement of people, goods and services, and the objective of the ILO to promote a fair deal for migrant workers.

She provided a number of suggestions on how the ILO could take advantage of the AU Agenda 2063 to promote Decent Work on the content, notably to mainstream Decent Work into the action programmes in support of the AU Agenda 2063 launched by the African Union and the sub-regional bodies and multilateral agencies affiliated with it in support of the AU Agenda 2063, including the Ouaga+10 Action Plan. The ILO could leverage its tripartite structures to co-facilitate the implementation of these action programmes, where applicable in strategic partnership with other multilateral agencies like the African Development Bank, but also with foundations and other non-public entities.

Ms Mayenga next drew up a matrix to illustrate the strategy cascade from the 2030 Sustainable Development Framework down towards the 1st Five-year Plan 2015-19 linked to the AU Agenda 2063, referencing the themes “good governance”, “employment promotion for Youth and women”, “social protection” and “productivity for sustainable growth”, “inclusive labour market institutions” and “labour migration” as examples.

The strategy cascade illustrated: Promotion of Employment for Youth and Women



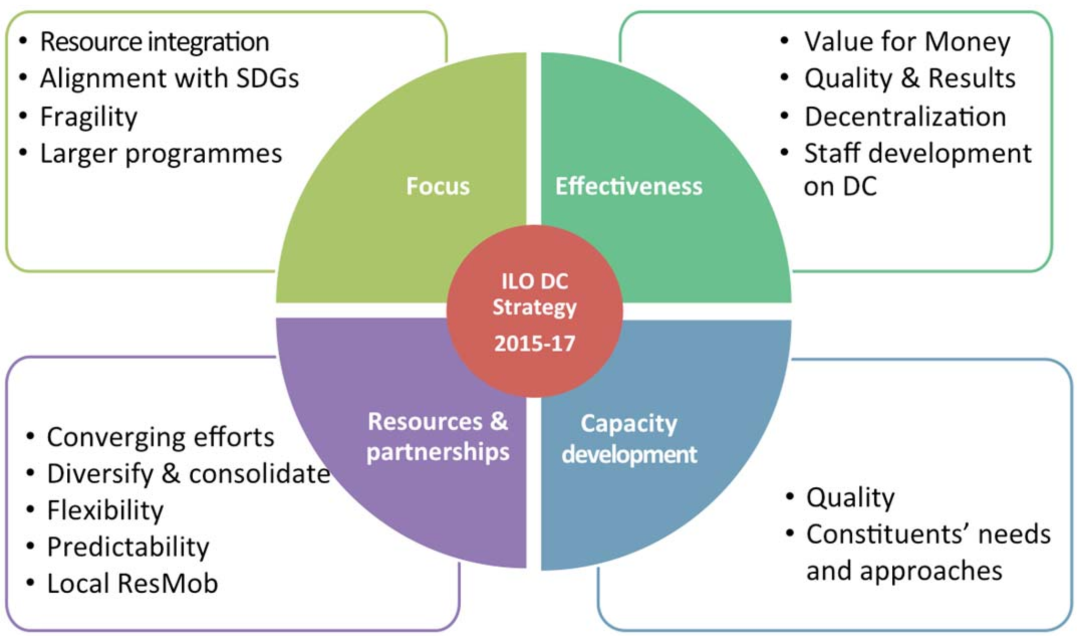
Day 3, session 2: The ILO Development Cooperation Strategy: What's new? What's useful?

The second session of the day was devoted to the subject of resource mobilization in order to make the Decent Work Agenda of the ILO actionable, and more in particular for Field Offices to deliver against the thematic priorities cut out for the African region. The session was delivered by Mr Virgilio Levaggi, Director of PARDEV.

Mr Virgilio Levaggi, Director, PARDEV

In a first step, Mr Levaggi presented the 2015-17 Development Cooperation Strategy of the ILO and took participants step by step through the actions linked to each building block.

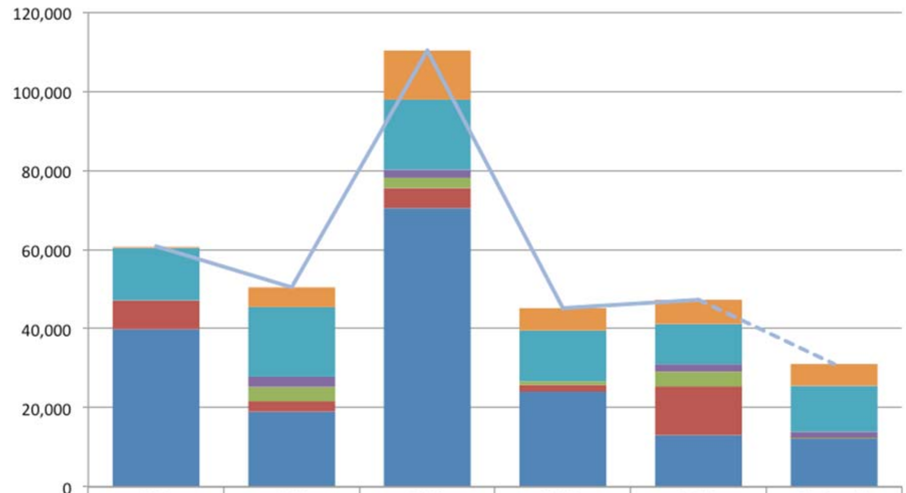
The building blocks of the ILO Development Cooperation Strategy



In a second step, Mr Levaggi analyzed together with participants the structure of the portfolio of development cooperation projects in the African region. He reiterated the concern expressed earlier during the retreat for the recent decrease in development cooperation funding.

In this regard, the decrease in funding from traditional multi-bilateral development partners has been most significant; as a direct result, the weight of funding via the UN system and through the EU in the portfolio has increased. Likewise, direct domestic funding and public private partnerships have emerged as additional sources of funding. Mr Levaggi drew on examples from South Africa to illustrate.

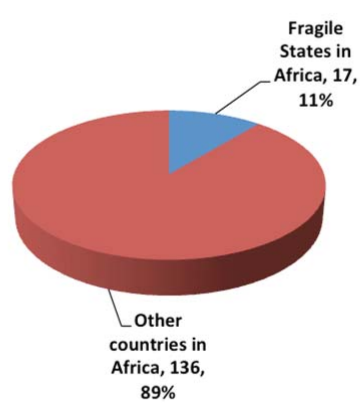
Back to pre-2012 levels, with an increase in domestic funding in 2014
Approvals in Africa by source of funding (US$)



	2010	2011	2012	2013	2014	31-Oct-15
EU and OIGO	135	5,007	12,428	5,657	6,143	5,531
UN system	13,268	17,583	17,718	12,842	10,125	11,592
IFIs (Banks)		2,619	2,026		1,898	1,524
PPPs		3,631	2,615	917	3,751	203
DDF	7,320	2,610	5,057	1,727	12,331	40
Multi-bi	39,833	19,000	70,484	24,049	13,054	12,174
Total	60,831	50,450	110,328	45,193	47,301	31,063

Development Cooperation portfolio in Africa

Coverage	Total No. on-going projects	Total Budget (US $'000)
Fragile States in Africa*	17	15,918
Other countries in Africa	136	181,481
Other countries and global	447	593,469
Total ILO	**600**	**790,869**



*** Self-declared fragile states (g7+ members): Burundi, CAR, Chad, Comoros, Côte d'Ivoire, DRC, Guinea, Guinea-Bissau, Liberia, Sao Tomé et Principe, Sierra Leone, Somalia, South Sudan, Togo**

Day 3, session 3: Strategic partnership for Decent Work

In the third session of the day, a panel discussion was convened about strategic partnerships for Decent Work. The panel included Ms Nancy Donaldson (Director, ILO-Washington), Mr Eric Biel (Bureau of International Labor Affairs, US Department of Labor), Mr David Kaluba (Board Member of the Green Climate Fund), and Ms Claire Courteille (Director, ILO-Brussels). Ms Donaldson and Mr Biel focused their presentation on the link between trade and aid (here to promote Decent Work) under the African Growth and Opportunity Act (AGOA), Ms Courteille spoke about funding opportunities linked to the European Union and Mr Kaluba introduced the Green Climate Fund.

The panel: Mr Kaluba, Ms Courteille, Mr Biel and Ms Donaldson

In her opening remarks, Ms Courteille described the stronger role now sought by the European Union in international crisis management and political and policy processes. This new role would entail a stronger link between EU political priorities and financial support for development cooperation projects and will likely impact on the multilateral system and eventually also on the development partnership with the ILO.

The new priorities of the European Union involve the strong political endorsement of the SDGs and the COP 21, a re-focus on Africa and Least Developed Countries the LDCs, and are linked to the negotiations of a Post-Cotonou Agreement and the new EDF (2014-2020). A strong priority is the theme of migration and the influx of migrants. Here, a relatively moderate influx of refugees has had a significant impact on the political landscape of the European Union, as evidenced in the EU- Africa Valletta Summit and the establishment of a Trust Fund on addressing the root causes and irregular migration. The theme is likely to remain high in the EU–Africa relationships for the coming years. Bearing in mind that the European Union is the main donor to the ILO, this thematic focus on migration will need to be taken into account when interacting with the EU. Ms Courteille closed by highlighting the role of EU delegations on the ground, These delegations set the priorities for the regional and national indicative programmes and need to be continuously engaged in policy discussions in order to create space for development partnerships.

Ms Donaldson and Mr Biel pointed out that ILO strategic partnerships with the U.S. and ILO member countries and ILO initiatives with other multilateral institutions are a critical part of our current work to advance international workers' rights and labor standards, improve livelihoods and generate more decent jobs. The Decent Work Agenda is at the heart of the new UN Sustainable Development Goals (SDGs), in particular Goal 8 and its targets. ILO is in a position to offer leadership and engage partnership strategies from our core expertise and relationships at the global and regional level in our work with UN agencies, the World Bank and other partners. Currently, the ILO and the World Bank are working together in more than 15 areas, including jointly promoting Universal Social Protection, research and statistics, skills development, youth employment, migration, employment-intensive infrastructure investments and policy and technical assistance through joint jobs strategies at the country level.

Over the last some years, the U.S. as well as the EU have developed and advanced trade agreements and trade preference frameworks that explicitly include compliance with core labor standards and seek better working conditions for workers in countries who are trading partners. These commitments are generating concrete bilateral efforts, government implementation structures and bilateral negotiation and review of Labor Action Plans. In these efforts for measurable progress, the U.S. and EU turn to ILO as an essential and independent multilateral partner with other ILO member countries to make progress on labor goals. Examples of U.S. and ILO strategic partnerships to advance comprehensive labor law reform include Bangladesh and Myanmar, and on labour action plans / MOUs: Columbia, Jordan and Bahrain. In extreme situations, the U.S. has suspended trade preferences. One year ago, the U.S. suspended Swaziland's AGOA trade preference because of serious labor issues. ILO Pretoria is working actively with the Swaziland Government, unions and employers to address the critical labor issues identified by both the ILO and the U.S. Government.

The U.S. Government has recently reauthorized the AGOA and GSP trade preference laws that include most Sub-Saharan Africa countries and target measureable progress on international workers' rights. The U.S. Department of Labor, with USTR and the U.S. State Department are proposing to work together with ILO field offices in Africa to advance decent work country programme efforts in partnership with both Trade and Labor Ministers from the U.S. and your governments and the social partners. U.S. DOL is proposing to host key Labor Ministers and Trade Ministers in parallel with the next official AGOA review meeting in the U.S. in 2016. The meeting would highlight concrete country strategies and results advancing improved labour conditions to promote and attract robust U.S. private sector investment.

Mr Kaluba introduced objective, set-up and funding conditionalities of the Green Climate Fund. The Fund has been established in 2010 and become fully operational in 2015 with the accreditation of 20 implementing entities and the approval of eight funding proposals. The fund has two financing windows, namely an adaptation and a mitigation facility, with a 40/50 funding split.

MITIGATION

- **Increase low emission in energy access and power generation**
- **Increase access to low emission transport**
- **Reduced emissions from buildings, cities, industries and appliances**
- **Reduced emissions from Land Use, deforestation, Forest degradation, SFM, conservation and enhancement of C stocks**

ADAPTATION

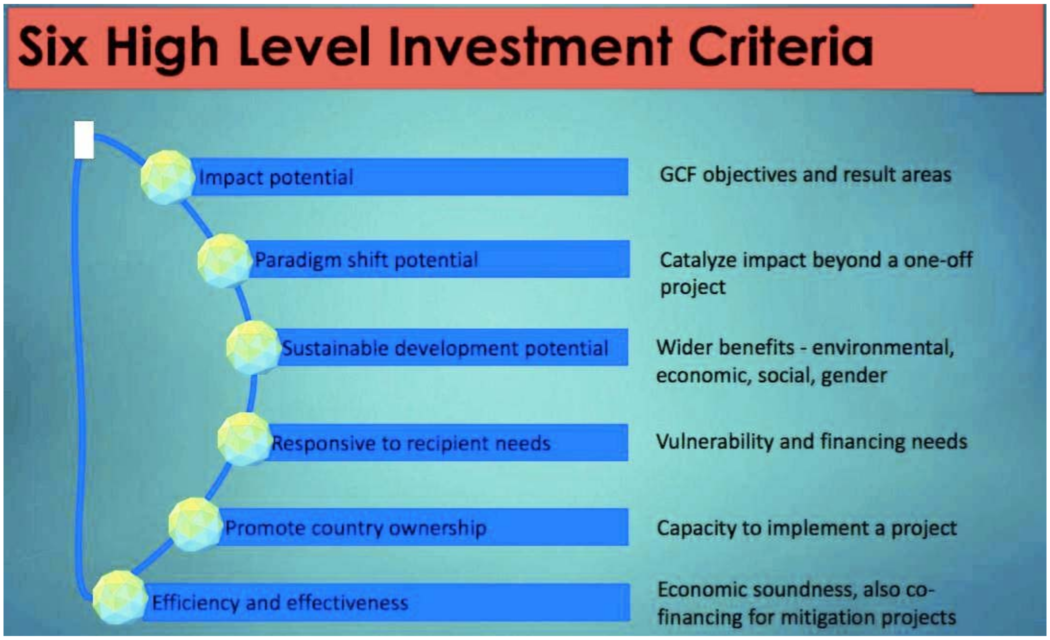
- **Increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions.**
- **Increased resilience of health and well being and food and water security**
- **Increased resilience of infrastructure and the build environment to CC threats**
- **Increased resilience of ecosystem and ecosystem services**

Fifty per cent of all funds have been set aside for Africa, with particular focus on Least Developed Countries. The Green Climate Fund offers loans and grants to implement adaptation and mitigation initiatives financial instruments. Other instruments such as Bonds and Guarantees are being considered. The Fund places strong emphasis on projects with full country ownership but invites national implementing agencies to bid in joint ventures with international implementing entities including ILO.

The Fund finances initiatives in either one of the following four categories:

- micro projects with a budget of up to 10 million USD;
- small projects with a budget of more than 10 million and up to 50 million USD;
- medium projects with a budget of more than 50 million and up to 250 million USD;
- large projects with a budget exceeding 250 million USD.

Mr Kaluba concluded by highlighting the investment criteria for the Green Climate Fund. These criteria are as follows:



In the discussion following the presentations, the link between Aid and Trade was further analyzed for the case of Swaziland; Swaziland has forfeited preferential access to the US market for its denim product after a complaint from ILO about violation of the Freedom of Association Convention. The country has since implemented a series of measures proposed by the U.S. Embassy to Swaziland in consultation with the ILO to improve the situation on the ground. Another focus of the discussion was on the attention placed by strategic partners like the US Government and the European Union on the review of the delivery capacity of the ILO under the Multilateral Organization Performance Network (MOPAN). The MOPAN review will cover selected Least Developed Countries in Africa (like Somalia) and might influence future funding decisions.

Day 3, session 4: Focus on the Centenary Initiative on the Future of Work

The last session of the day focused on the Centenary Initiative on the Future of Work launched by Director General of the ILO in 2015. The session was facilitated by Mr Nicolas Niemtchinow, Special Advisor to the Director-General on the "Future of Work".

Mr Nicolas Niemtchinow, Special Advisor to the DG on the Future of Work

In his presentation, Mr Niemtchinow first highlighted the background and rationale of the Future of Work Initiative. The Future of Work Initiative is one out of seven Centenary Initiatives that transcend the policy outcomes of the strategy framework and are meant to tackle topical issues of the world of work.

The seven initiatives are:

- The Governance Initiative
- The Standards Initiative
- The Green Initiative
- The Enterprises Initiative
- The End of Poverty Initiative
- The Women at Work initiative
- The Future of Work Initiative.

In a nutshell, the objective of the Future of Work Initiative is for ILO to take thought leadership in the global debate on the transformation of the world of work. The Director-General has proposed a three-stage process of implementation of the initiative, including at stage 1 consultations with a wide range of stakeholders shaped along four so-called "centenary conversations", at stage 2 the establishment of a high-level commission on the future of work that would be asked to examine the outputs of these consultations, and at stage 3, flowing from the deliberation of the commission, a series of initiatives culminating in the celebration of the centenary of the ILO in 2019.

The four centenary conversations proposed for stage 1 are to capture the following themes:

- **Work and Society**: A reflection of the purpose of work in general, and the place and function of working society in particular. As highlighted by the Director General, it is tempting – but wrong – to extrapolate from the experiences already observable on the most advanced economies as a best estimate of what the future will look like, because developing and emerging economies may well follow distinctly different paths than the early industrialized economies.
- **Decent Jobs for All**: The ILO's constitutional obligation is to promote full employment and rising standards of living. The experience of recent decades, and most particularly that of the post-crisis period, poses the question whether or not something has fundamentally changed which renders the policy instruments now at the disposal of national and international policy makers incapable of generating the jobs that are needed in sufficient quality and quantity. Consequently, the question might be posed whether we need to use the policy tools we already know about, but use them better and with a greater dose of international cooperation and coordination, or whether we need to substitute or supplement them with entirely new and innovative approaches and policies.
- **The organization of work and production**: An increasingly globalized economy is generating major developments in the way that work and production are organized. These developments are the result of the interplay between public policy decisions and private initiative. While the state sets the regulatory framework and in many cases also organizes work as an employer in the public sector it is above all in the private sector where most jobs are created and where the real impact and impetus or the reorganization of work and production are to be found. The enterprise is the key vector of change and the centenary initiative should help the ILO better understand the dynamics of the enterprise and how it will share the future of work.

- **The governance of work**: Societies seek to exercise governance over the way work is carried out through a combination of instruments: laws and regulations, voluntarily concluded agreements, labour market institutions, and the interaction of governments and organizations of employers and workers. These have generally been developed in accordance with underlying social norms that have been embodied in the ILO's goal of social justice and codified in international labour conventions through tripartite negotiations. These conventions provide a framework of guidance for member States as they seek to marry economic growth and social progress. Faced with an increasingly globalized economy, a number of fundamental questions about the appropriate level of detail, the nature of and the content of international labour market regulation and how it may be made more effective have been raised. Furthermore, the explosive growth of a wide range of initiatives driven by the private sector and meant to better govern work by way of voluntarily concluded agreements (sometimes grouped under the term corporate social responsibility) puts the existing mechanisms for labour market governance to the test, including the notion of bipartite and tripartite social dialogue at its root. The future role of Ministries of Labour, trade unions and employers' organizations must therefore be part of this centenary conversation, and the question is what part will the future world of work accord to such organizations, and how will they contribute to shape that future.

Mr Niemtchinow concluded his presentation with an outline of a framework for the Centenary Conversations in the African region. He referred to the minute sent by the Regional to constituents throughout the region to solicit their active inputs into the facilitation of the conversations, and then discussed with participants the role of field offices in the consultation process. Participants sought to clarify numerous issues about the Centenary Initiatives in general, and stage 1 of the consultations linked to the Centenary Initiative on the Future of Work in particular. These issues related to the scope and format of the envisaged conversation events, the (lack of) budget to finance these activities, and how the findings would eventually feed into the work of the high-level commission.

DAY 4: MANAGING RISK AT FIELD OFFICE LEVEL

Day 4, session 1: Audit; Observations from Africa

The first session on the fourth day of the retreat was dedicated to (1) the findings of the recent internal audit of governance processes in the African region, (2) an anti-fraud awareness presentation and (3) a presentation on recent amendments to the accountability framework governing the ILO field office structure. The session was co-facilitated by Mr Anthony Watson, Chief, Office of Internal Audit and Oversight, Mr Stephen Woess, and Ms Carole Coates, Chief, Regional Administrative Services.

Mr Anthony Watson, IAO

Mr Watson and Mr Woess covered two topics: They presented the results of the regional audit for Africa carried out by the Internal Auditors Office of the ILO in October/November 2015 and they delivered an antifraud awareness presentation.

1. **The regional internal audit** covered the use of Information Technology and selected operations processes, including the use of External Collaborators, implementation agreements and seminars.

The information technology audit rendered a number of concerns, including:

- An IT staff strategy that was found to be inconsistent with needs (staff providing IT support to ILO Offices in the African region do not all have IT backgrounds and TC offices rarely have on-site IT support).
- Inaccurate inventory records and an increased risk of fraud.
- Lack of a system to monitor the network administration activities of the computer administrators in the African region (implications: unauthorized activities may not be detected, and a compromise of confidential information).
- Absence of standard operating procedures for all computer related activities for offices in the African region.
- No system in place to monitor the network administration activities of the computer administrators in the African region.
- No recording of information system support requests received from users.
- No key performance indicators to determine the effectiveness and efficiency of IT support in the region.
- Tedious process to recover the cost of personal telephone calls.
- Incomplete register of mobile telephones.
- Excessive communications expenses (fixed and mobile).
- Settlement of telephone bills.
- The smoke alarms in the computer rooms have not been tested.
- No requests register for new network accounts.

The following solutions are proposed by the Internal Auditors Office:

- Develop profile requirements for IT staff.
- Professionalize the IT function for the region.
- Develop a recruitment and training strategy.
- Formalize IT reporting lines.
- Segregate duties of recording and handling computer equipment.
- Update inventory records whenever there is inventory movement.
- Document IT business processes.
- Work with INFOTEC to develop and implement practical standards.
- Develop and implement procedures for monitoring the activities of network administrators.
- Implement incident management software to record and monitor all requests for IT support.
- Test smoke alarms regularly and document results.
- Establish process to recover cost of personal calls.
- Settle overdue bills and ensure telecoms expenses are reasonable.
- Ensure that all mobile phones are registered and approved.
- Implement screen savers and comply with ILO security policies.
- Establish a register of all requests for network accounts and maintain this process throughout the region.

The operational audit observations related to external collaborators, seminars, implementation agreements and some general observations. The following observations were made:

External collaborators:
- The office may hire excols with the wrong profile.
- Possible overpayment for services provided.
- Security liability and reputational risk for ILO.
- Lack of financial control and monitoring.
- The ILO may re-hire excols who provide poor work quality.

Seminars:
- Poor financial controls increase the risk of fraud.
- Inaccurate financial statements.

Implementation agreements:
- Risk that Implementing agent does not meet contracted obligations.
- Inaccurate financial statements/ fraud.

General observations:
- Knowledge sharing:
    - Plone site needs improvement in terms of laying out the information contained within it.
- Information flow between COs and RO:
    - Results of Excol activity and Implementing agents.
- Internal Audit continues to raise issues on common themes - can the verifiers help?

The solutions proposed by the Internal Auditors Office are as follows:

External collaborators:

- Prepare complete budgets and <u>fully justify</u> Excol selection
- Remind staff of financial rules concerning Excols
- Set daily limits?
  - Ensure RO critically reviews daily rates exceeding established limits
- Develop process for security clearance!
- No budget signature, no contract
- Provide brief input on performance for all excols
- No invoice, no payment

Seminars

- Ensure completeness of seminar records for all partners
- Review accounting procedure for classifying seminar expenses
- Clear suspense accounts promptly

Implementation agreement

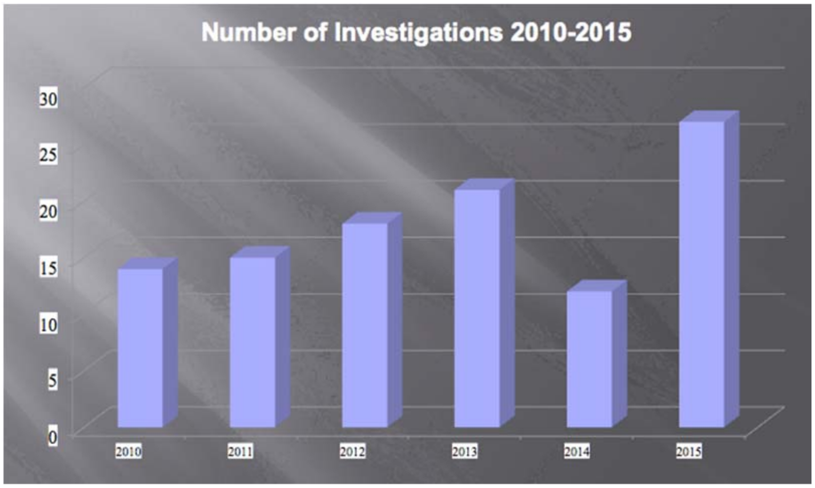
- Ensure selection process is fully documented
- Actively monitor IA progress reports
- Review accounting for Implementing agents

2. The purpose of the **Anti-Fraud awareness raising exercise** was to strengthen the capacity of field structures to understand why fraud is committed, to realize what are indicators of fraud, to recognize different types of fraud, to be familiar with ILO's policy and approach and to understand how fraud must be reported.

Mr Stephen Woess, IAO

In the ILO, fraud is defined as the use of deception with the intention of obtaining an advantage, avoiding an obligation or causing loss to another party. Fraud involves a violation of trust.

In 2015, the number of fraud investigations in the ILO has seen a sharp increase over previous years.



Fraud indicators are clues or hints ("red flags") that a closer look should be made at an area or activity. The term "red flag" refers to anomalies, unusual events, or a signal indicating that something is different from the norm or expected activity. Three types of red flags can distinguished:

- Operational red flags
- Behavioural red flags
- Red flags applicable to particular frauds

It is important here to bear in mind that a red flag does not always indicate irregularities, wrongdoing and fraud, that a red flag list cannot be all inclusive. Also, a complaint or disclosure received regarding an inappropriate activity is by itself a red flag. When encountering a red flag and suspect fraud, the concerned officials should bring the matter to the attention of the Office Director or the Regional Office and report to the Director-General through the Treasurer and Chief Internal Auditor. Office Directors should not investigate on their own.

The ILO's policies regarding fraud are captured by the following documents:

- Financial Rule 13.10
- Ethics in the Office
    - Ethics Officer
    - "Whistleblower" protection
    - ICSC Code of conduct
- Disclosure of financial interests and outside activities
- Anti-Fraud Policy
    - Zero tolerance
    - Roles and responsibilities

In her presentation about the accountability framework of the Regional Office for Africa, Ms Coates first touched on IGDS 137: ILO Accountability Framework that sets out the accountability principles in the ILO, including:

- clarity of responsibility;
- alignment of accountability with organization-wide goals;
- delegation of authority: segregation of duties and self-informing duty;
- cost benefit considerations;
- performance monitoring and reporting.

Ms Carol Coates, Chief,
Regional Administration Services, ROAF

More in particular, in terms of responsibilities:

- HRD is the Guardian of Staff Regulations.
- Field Office Directors are in charge of management of staff and compliance with Staff Regulations.
- The Reports Board monitors compliance with Performance Management System.
- The Joint Advisory Appeal Board (JAAB) makes recommendations to DG on staff grievances.

- The Office of Legal Adviser (JUR) gives legal advice on HR issues.
- The Treasurer and Financial Comptroller is responsible for application and implementation of Financial Rules.
- The Chief Internal Auditor audits effectiveness of internal control, financial management and use of assets. Investigations of financial or administrative misconduct.
- The Committee on Accountability reports to the DG and makes recommendations of cases of fraud.
- The External Auditor audits ILO accounts.
- The Independent Oversight Advisory Committee (IAOC) reviews operation and effectiveness of Financial Regulations and Rules, assess risk management practices. Reports to GB.
- The Ethics Officer provides guidance to HRD, counsels managers and staff.
- The Office of the Mediator is an independent, impartial, neutral and confidential resource for solving work-related problems.

Ms Coates then moved on to describe IGDS 195: ILO accountability framework: key standards and mechanisms. IGDS 195 requires all Directors of External Offices to sign an acknowledgement of their financial responsibilities. Furthermore, they must submit an Internal Letter of Representation, i.e. annual submission confirming that they have duly exercised delegated financial authorities and responsibilities. The current document contains 18 questions focusing of financial controls and management. Ms Coates informed participants that the Internal Letter of Representation will be revised since the Office needs adequate quality assurance that internal controls are in place. The scope of the Internal Letter of Representation will be broadened to include the most important aspects of existing management responsibilities; also, all CTAs will be required to sign. The new Internal Letter of Representation will contains 8 sections, 69 questions and will need to be completed through on-line application. It will cover the following Office governance aspects:

1. Accountability: Framework, Delegation and authority, risk management, Results-based objectives and work plans.
2. Financial Management: General financial controls, reconciliations, Year-End.
3. Extra-budgetary Development Cooperation: Resource mobilization, project appraisal, project approval and documentation, project implementation, project completion and financial closure.
4. Procurement and Contracting: procurement process, implementing agreements, acceptance of goods and services.
5. Travel.
6. Human Resources.
7. Information and Technology.
8. Asset Management and Safety and Security.

Day 4, session 2 and 3: Risk Registers for ILO Country Offices

The second and third session of the day was set aside for training on the development of risk registers at field office level. The training sessions were facilitated by Mr Clifford Kunstler, Chief Risk Manager in the ILO. During his intervention, Mr Kunstler first described the concept of risk and the rationale for the development of risk registers. He then presented examples of country office risk registers and eventually walked participants in a participatory and action-oriented approach through the steps of drawing of their own office registers.

Mr Clifford Kunstler, Chief Risk Manager, ILO

For more information on the process of drawing up office risk registers, please refer to the slide sets used by Mr Kunstler and distributed as electronic document to all participants.

Day 4, closing session: End-of-retreat evaluation and closing remarks

The retreat closed with an evaluation of participants' satisfaction followed by closing remarks delivered by the Regional Director.

All participants felt that their expectations to clarify the regional priorities for the 2016-17 biennium had been achieved. Most participants stated that they had received also opportunity to network, share experiences and to learn from each other during group work and plenum discussions.

Some participants felt that Office Directors could have been more extensively drawn on to deliver presentations about good practice at Field Office level. The majority of participants agreed that the retreat would have made an important contribution to foster collaboration between Field Office structures.

Some participants pointed out that not all their expectations regarding practical advice on resource mobilization strategies in the African region were met, since the inputs from resource persons had in some cases been insufficiently specific to take action. Case in point was the presentation on the Green Climate Fund that provided limited opportunity to engage on concrete follow-up steps.

Some participants felt that for the next retreat, an agenda item on structural reform at the Country Office should be added. The session about engaging with constituents was appreciated by all participants, but they deplored the absence of the employers' representative on the panel.

The use of a survey monkey to inform the design of the retreat agenda was welcomed by all participants. One participant suggested to more explicitly benchmark the performance of Field Offices in future retreats. Opinions from the floor varied whether further time should be provided for group work – in the view of some, more time should have been set aside for group discussions.

Finally, there was unanimous agreement that the choice of the training venue had been excellent.

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Source: ROAF, January 2016. Eventually, the Director of CO-Addis Ababa was unable to attend.

Annex 2

Summary of the end-of-activity online evaluation