

Norway-ILO Partnership

**OUTCOME-BASED PARTNERSHIP COOPERATION
AGREEMENT 2012–15**



International
Labour
Organization



**NORWEGIAN MINISTRY
OF FOREIGN AFFAIRS**

Annex I to the Results Report 2012–13

Detailed results per Outcome

PARDEV
Partnerships
and Field
Support
Department

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**This document provides detailed result reports per Outcome
supported by the Norway-ILO
Partnership 2012-13**

Outcome 3 Green Jobs - Sustainable enterprises create productive and decent jobs

During 2012-13 Norwegian funding contributed directly to **2 out of 32 member States** for which the ILO reported biennial results under **Indicator 3.2: Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work.**

1. Strategy

The Green Jobs Programme is included in the strategy for Outcome 3, Sustainable Enterprises. This is based on the [International Labour Conference 2007 Conclusions](#) on the promotion of sustainable enterprises, which addressed the imperatives of sustainable development, fair globalization and the role of enterprises. The Conclusions set out a programme and provide guidance on the promotion of sustainable enterprises. The Sustainable Enterprise Programme applies this guidance through a strategic framework for the creation of decent work.

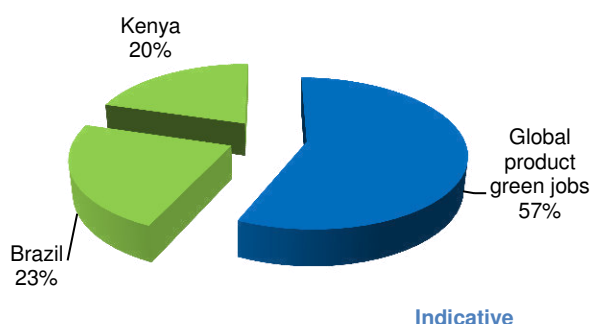
The [ILO Programme and Budget 2012-2013](#) indicates that the promotion of green jobs and the greening of the economy should be mainstreamed into all strands of action. Under Outcome 3, the greening of enterprises and the promotion of green business options are incorporated in new knowledge creation during the biennium. Similarly, capacity building of constituents will address the need for a stronger ability among employers' and workers' organizations in providing services to their members for the greening of enterprises. New capacity-building will also address entrepreneurship opportunities in green sectors.

ILO's specific added value to promote sustainable enterprises and mainstream green jobs lies in its unique relationship with governments, employers' organizations and trade unions in ILO member States, providing it unique access to the actors in the real economy. Working with and through these partners, ILO interventions become more effective by linking policy reform with strengthening of relevant institutions and outreach to enterprises themselves. The partnership also provides for a unique source of information about challenges and opportunities for green jobs through enterprise development, which is vital to shape and maintain the ILO's role of global reference and leadership in this area of work.

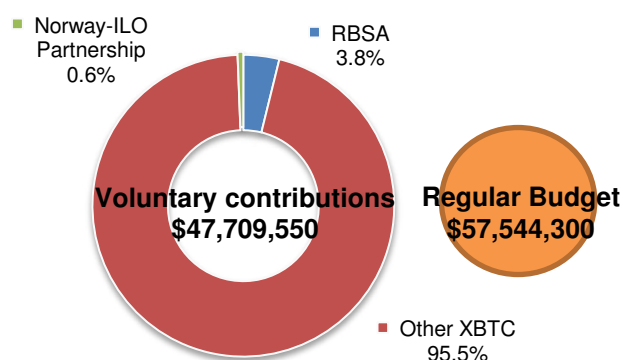
2. Norway's contribution to Outcome 3

In 2012-13, the ILO spent a total of **US\$ 105,263,850** in support of Outcome 3. Of this amount, US\$ 57,554,300 was provided through the Regular Budget (RB), US\$ 1,834,323 through the fully un-earmarked Regular Budget Supplementary Account (RBSA) and US\$ 45,583,141 through earmarked Extra-Budgetary Technical Cooperation (XBTC)¹. Norway's contribution of **US\$ 332,950** is recorded under XBTC and amounts to **0.6%** of ILO expenditure on Outcome 3 (voluntary contributions).

Allocation of the Norwegian contribution



ILO expenditure under Outcome 3, 2012-13



These sources provided by Norway were utilised by the ILO to support the **Green Jobs Global Product and 2 Country Programme Outcomes (CPOs)**. The purpose of the **Global Product Green Jobs** is to provide ILO stakeholders with the required knowledge, strategies and tools to promote green jobs. This includes knowledge products, awareness raising, capacity building, policy recommendations, as well as tested strategies and tools.

¹ Source : [Programme Implementation Report 2012-13](#), p.17

Important to note is that the work contributed to the International Labour Conference discussions in 2013 on the promotion of decent work in the context of sustainable development. During these discussions ILC delegates expressed their appreciation for the ILO's leading role in promoting green jobs and pointed to the need to further reinforce the knowledge base and the capacity-building efforts. These included products produced with financial support of the Norway-ILO Partnership. In short, products under this project have focussed on themes identified by ILO constituents as priority areas, i.e., (1) sector approaches for green jobs creation, (2) gender dimension of green jobs, and (3) knowledge and tools for workers' and employers' organizations addressing climate change adaptation and transition strategies towards a green economy. Norwegian funding to the Global Product was complemented by funding from the ILO Regular Budget and from extra-budgetary sources. An additional allocation was made from the ILO Regular Budget for country-level green jobs assessments, including in Kenya.

At country level, **Kenya** was selected to respond to the urgent need of action against youth unemployment. The ILO Green Jobs Programme contributed to the provision of employment alternatives that do not build on the expansion of saturated markets, but offers access to new emerging green sectors. In this regard two processes have been initiated in Kenya. The first is focussing on the analysis of the labour market and the identification of opportunities for green jobs creation. The second one directly addresses young women and men by providing training on green business skills. ILO's work on Green Entrepreneurship for Youth in Kenya has also benefitted from a considerable contribution from the Danish Government (Danida). The Green Jobs activities in **Brazil** were explicitly aimed at changes in labour as well as environmental policies.

3. Norway's contribution to ILO's biennial results 2012-13

Results under Outcome 3 are measured through a set of indicators outlined in the ILO [Strategic Policy Framework 2010-15](#).

Outcome 8 Indicators	Target by 2015	Results by 2013*
3.1 Number of member States that, with ILO support, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises	25	11
3.2 Number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work	34	55
3.3 Number of member States that, with ILO support, implement programmes to foster the adoption of responsible and sustainable enterprise-level practices	25	8
3.4 Number of member States that, with ILO support, adopt policies that integrate the principles of the MNE Declaration	25	2

*Cumulative total results from two biennia (2010-11 and 2012-13)

Results achieved in 2012-13

Norway's contribution to Kenya and Brazil was programmed under **Indicator 3.2** aiming at implementing entrepreneurship development policies and programmes for productive employment and decent work. To be counted as reportable, results must meet at least two of the following **measurement criteria (MC)**:

1. The member State introduces entrepreneurship development policies in national development frameworks or similar national policy documents.
2. Entrepreneurship development strategies are implemented in economic sectors or value chains that have been selected because of their high job-creation potential.
3. A national association or network of trainers and organizations with the skills and resources to support the delivery of entrepreneurship programmes, especially with a focus on entrepreneurship for women and young people, is established or strengthened.
4. Targeted entrepreneurship development strategies are implemented that support (a) the transition of informal activities to formality or (b) poverty reduction in rural areas, in line with the 2008 ILC resolution concerning the promotion of rural employment for poverty reduction.

Kenya CPO KEN130 “Young women's and men's entrepreneurial skills for self-employment and SME activities enhanced/increased.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Green jobs policies developed and adopted.	Technical support via green jobs survey under ILO Green Jobs programme.
2	Green Entrepreneurship strategy promoted at county/ regional levels for youth through Business plan competitions and entrepreneurial culture promotions. Over 100 youth benefited from the initiative.	SIYB Manuals with pro-green themes developed and used to train beneficiaries. Support awards for the best green business plans
3	A national team of 8 SIYB Master Trainers established. A National pool 300 Trainers in SIYB established.	Technical support in training of trainers
4	65 Women-led cooperatives established in selected value chains in/ from the informal economy	Technical support in enhancing entrepreneurial capacity especially in the informal sector and rural areas
Use of Norwegian funds in support of the result		
The Kenya Institute of Public Research and Analysis (KIPPRA) started with the conduction of a national green jobs assessment. A first draft of the baseline study developed by KIPPRA benefitted from comments and inputs of several ILO departments and units. The second phase of the assessment was to commence as soon as the baseline study would be finalized. However, due to the elections and political changes in Kenya, the process had to be interrupted. In order to continue working in Kenya and provide evidence for the possibility to create decent work opportunities while transitioning to a greener economy, the ILO has readapted its approach and put more emphasis on green entrepreneurship promotion for young women and men. Building on the activities implemented in cooperation with the Youth Entrepreneurship Facility, a report on the experiences of promoting green entrepreneurship in Kenya has been elaborated and published. In addition, a video was produced showcasing three successful young green entrepreneurs, their business models and their vision for a greener Kenya. In October 2013, a sub-regional knowledge-sharing workshop on green entrepreneurship was organized bringing together young entrepreneurs and policy makers from Kenya, Tanzania and Uganda. The ILO will continue to provide technical support to KIPPRA with the objective to finalize, although with delay, the green jobs assessment and draw from it important policy recommendations. In the area of green entrepreneurship, the ILO provided technical inputs and financial support for the documentation of the successful experiences in Kenya (see above) and participated in the sub-regional knowledge-sharing workshop on green entrepreneurship.		

Brazil CPO BRA109 “Green jobs and sustainable development policies are developed and implemented.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Following a broad consultation process conducted by the CDES (Council of Economic and Social Development), the Brazilian Government has included in the Agreement for sustainable development expanding opportunities for creating decent work and green jobs towards new forms of production and consumption. The document guided the position of the Brazilian Government at Rio+20.	The ILO supported through tripartite consultation and technical support, the drafting of the Agreement.
2	Through Decree n. 7819 (October 2013), the Brazilian Government established the INNOVATE-AUTO programme. A major objective is to encourage auto companies to increase energy efficiency of vehicles produced in Brazil, which should provide green jobs in that sector.	The ILO participated in discussions with the Ministry of Development, Industry and Trade (MDIC) and the Brazilian Agency for Industrial Development (ABDI) that led to the issuing of the Decree and is starting a study to evaluate the impacts of this Programme on the Brazilian labour market.

3	In 2012, a Sustainable Coal Working Group was created including representatives from private companies, NGOs, government representatives and the ILO. The working group aims at promoting environmental and social sustainability in the value chain of charcoal production in Brazil. Now, the group is contributing to the construction of a technical standard to be adopted by business, government and financial institutions to regulate environmental and labour practices in the production of charcoal. Initially the working group focussed on establishing self-regulation mechanisms for companies producing charcoal. Companies were invited to sign a letter of commitment emphasizing, among others, principles to reduce greenhouse gas emissions, establish sustainable management systems of waste, water resources, land and natural resource, invest in research and social and technological innovation, respect for human rights, create green jobs and decent work, reduction of inequalities and poverty eradication, increased integrity and transparency in value chains, strengthen local economic activities, enhance biodiversity, ensure sustainable use of natural resources. Companies that have committed to these principles are subject to independent audits to verify compliance. For that, the Working Group has developed audit tool to be applied by each link of the chain link immediately above, ie their suppliers.	The ILO supported the establishment of the working group and the elaboration of the described letter of commitment.
4	The National Plan for Promoting Value Chain socio-biodiversity (PNPPS) formulates novel strategies for development entrepreneurship, especially in rural areas by including family agriculture and bio-diesel production within the concessions of the Brazilian Forest Service.	ILO provided technical assistance through value chain training courses in cooperation with the ITC Turin.
Use of Norwegian funds in support of the result		
The Norwegian funds allowed for continuous support by the ILO to the working group and subsequently the drafting of the above described technical standard under measurement criteria 3.		

Green Jobs Global Product

During 2012-13, ILO work on knowledge development, policy instruments and capacity-building for greening economies, enterprises and employment has benefitted from Norwegian funding.

1. Policy brief and technical cooperation guidelines on green jobs and gender equality

In cooperation with the ILO Gender Bureau and Women Entrepreneurship Programme, a policy brief on green jobs and gender equality has been drafted. The policy brief is currently in the final review stage, when finished it will be available on the ILO Green Jobs website. The policy brief includes policy recommendations as well as a list of ILO tools and support.

2. Report on decent work in the renewable energy sector

The report on decent work in the renewable energy sector has been drafted. After a final revision process, the report should be available online in May 2014. The cooperation between different ILO departments and units in the area of renewable energy has been key for the development of a second publication, a collection of case studies on cooperatives in energy production, i.e., [*"Providing clean energy and energy access through cooperatives"*](#).

3. Training module on climate change and the green economy

The training module on climate change and the green economy has been drafted, reviewed by relevant ILO departments, in particular the Bureau of Employers' Activities (ACT/EMP), and pilot tested through an employers' training course held at the ITC, Turin (November 2013). Based on the feedback provided at this validation workshop, the training module is currently being finalised and is expected to be applied during a second employers' training in the course of 2014. Being used for training only, the material won't be made available at the website but shared when requested with employers' organizations through the Bureau of Employers' Activities (ACT/EMP).

4. Workshop on green jobs, green economy and social process

The Regional Office for Asia and the Pacific approached the Green Jobs Programme, ITC-ILO and the Bureau for Workers' Activities (ACTRAV) with the request to organize a regional training course on sustainable development for representatives of trade unions. With the support of the Green Jobs Global Product, the workshop was held in Bangkok, Thailand in the second half of 2013.

5. Improved knowledge sharing facilities on green jobs and green economy

The knowledge sharing facilities of the Green Jobs Programme have been improved in the course of 2012-13. A new website has been created www.ilo.org/greenjobs presenting not only the activities of the Green Jobs Programme but ILO's consolidated efforts in the area of green jobs and sustainable development. The new website is online since November 2013; it has become the most visited section of the ILO website and..includes FAQs on green jobs.

On the occasion of Rio+20, the Green Jobs Programme prepared and published a [separate web section](#) on ILO's involvement in Rio+20. During the conference, a series of news updates informed the delegates about the latest developments.

The Green Jobs Programme network activities have noticeably expanded during the biennium. The Programme has organized five meetings per year at Headquarters and at Latin American level. In addition, a new network has been created for the African region.

4. Lessons learned

Ensuring timely delivery at country level remains one of the biggest challenges. As the experience with Kenya shows, project activities can be considerably delayed because of unexpected events. Flexibility in project implementation and adaptation of initially defined work plans can, however, ensure a positive impact and results.

Outcome 8 The world of work responds effectively to the HIV/AIDS epidemic

During 2012-13 Norwegian funding contributed directly to **5 out of 12 member States** for which the ILO reported biennial results under **Indicator 8.1**: Number of member States that, with ILO support, develop a national tripartite workplace policy on HIV/AIDS, as part of the national AIDS response.. Norwegian funding also contributed to **15 out of 37 member States** for which the ILO reported biennial results under **Indicator 8.2**: Number of member States where tripartite constituents, with ILO support, take significant action to implement HIV/AIDS programmes at workplaces.

1. Outcome strategy

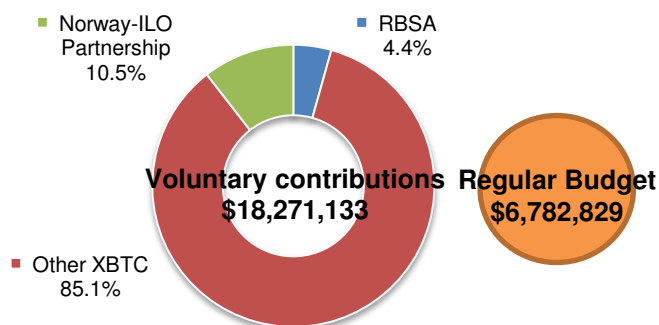
In 2012-13, the strategy of ILO Outcome 8 placed emphasis on supporting constituents to:

1. Develop national tripartite workplace policies and programmes that increase access to HIV prevention, treatment, care and support services;
2. Integrate workplace interventions into national AIDS strategies, strengthening the capacity of constituents to give effect to ILO [Recommendation No. 200](#) concerning HIV and Aids in the world of work;
3. Strengthen HIV prevention and social protection systems through the world of work, focusing on vulnerable and most at risk groups in key economic sectors, in both the formal and informal economies and
4. Develop evidence-based knowledge on key economic sectors, including assessment of risks and vulnerabilities to HIV and the inclusion of HIV in national social protection schemes.

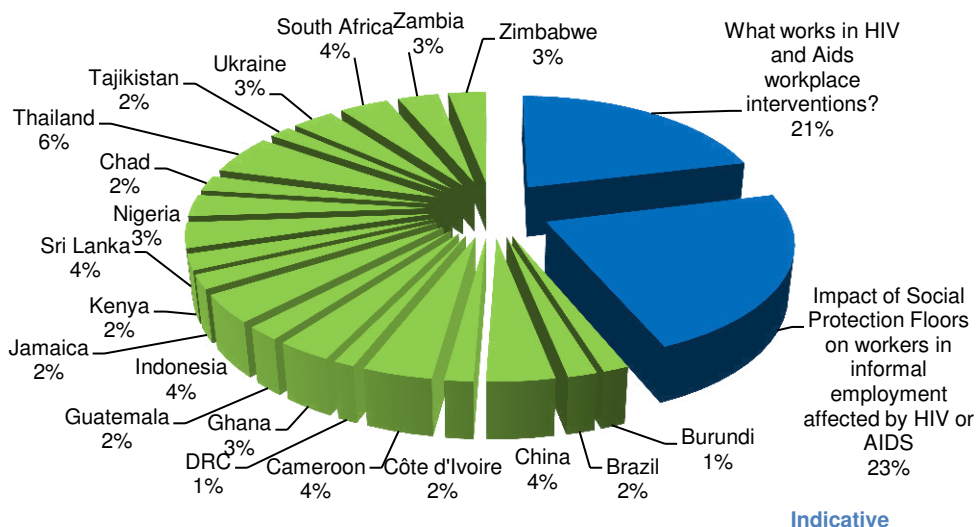
2. Norway's contribution to Outcome 8

In 2012-13, the ILO spent a total of **US\$ 25,053,962** in support of Outcome 8. Of this amount, US\$ 6,782,829 was provided through the Regular Budget (RB), US\$ 794,798 through the fully un-earmarked Regular Budget Supplementary Account (RBSA) and US\$ 17,476,335 through earmarked Extra-Budgetary Technical Cooperation (XBTC)². Norway's contribution of **US\$ 1,997,703** is recorded under XBTC and amounts to **10.5%** of ILO expenditures on Outcome 8 (voluntary contributions). These resources provided by Norway were utilised by the ILO to support **2 Global Products** and **20 Country Programme Outcomes** (CPOs).

ILO expenditure under Outcome 8, 2012-13



Allocation of the Norwegian contribution



² Source : [Programme Implementation Report 2012-13](#), p.17

The purpose of the Global Products is to strengthen the knowledge base for future ILO action in selected countries in the strategic areas of addressing the needs of the most vulnerable populations and extending the social protection floors to workers affected by HIV and their households. **“What works in HIV and Aids workplace intervention?”** is a multi-country assessment study identifying what works with regards to achieving good outcomes in HIV workplace interventions, with a gender sensitive approach, at the level of public and private, formal and informal workplaces, as well as at the institutional level. The methodology is evidence-based, drawing on documented reports of results, informant interviews and focus-group discussions. It focuses on Africa, and covers ten geographically dispersed countries: Côte d'Ivoire, Ghana, Kenya, Madagascar, Morocco, Mozambique, Namibia, Senegal, South Africa and Zambia. In addition, the knowledge and evidence generated from the research **“Impact of Social Protection Floors on workers in informal employment affected by HIV or AIDS”** is critical for advocacy efforts for policies and programmes to expand social protection coverage to workers living with HIV, in line with ILO Recommendations on HIV and Aids (No. 200), and on National Social Protection Floors (No. 202).

In general, countries were selected for Norwegian funding based on the following main criteria: belonging to the group of UNAIDS High-Impact Countries; possibility of cost-sharing from different funding sources, e.g., UNAIDS, RBISA, XBTC, and locally-mobilized; availability of local expertise in HIV and the world of work; work in the current biennium being part of a long-term strategy, including work under other ILO Outcomes; gender-sensitive CPOs; and demand from and commitment of the ILO tripartite constituents. Norwegian funding was used to support **20 of 49 CPOs** reported under Outcome 8.

3. Norway's contribution to ILO's biennial results 2012-13

Results under Outcome 8 are measured through a set of indicators outlined in the ILO [Strategic Policy Framework 2010-15](#).

Outcome 8 Indicators ³	Target by 2015	Results by 2013*
8.1 Number of member States that, with ILO support, develop a national tripartite workplace policy on HIV/AIDS, as part of the national AIDS response	120	62
8.2 Number of member States where tripartite constituents, with ILO support, take significant action to implement HIV/AIDS programmes at workplaces	30	47

*Cumulative total results from two biennia (2010-11 and 2012-13)

Results achieved in 2012-13

Norway's contribution under Outcome 8 was partly programmed to support progress towards achieving **Indicator 8.1**, aiming at developing national tripartite workplace policies on HIV/AIDS. To be counted as reportable, results must meet the following **measurement criterion (MC)**:

1. A national tripartite workplace policy is developed on the basis of the ILO code of practice on HIV/AIDS and the world of work (if an ILO standard on HIV/AIDS is adopted by the Conference in June 2010, the standard will be used to guide the tripartite workplace policies).

Under this indicator, 12 ILO member States achieved results in 2012-13. From these countries, the following 5 received Norwegian funding.

³ Please note that in March 2012, ILO GB approved a revised strategy on HIV, aimed at focused action in a smaller number of High-Impact Countries. As a result, the 2015 target for Indicator 8.1 is unlikely to be achieved while it will be considerably exceeded for Indicator 8.2. The revised strategy also suggests ongoing work in key countries from one biennium to another. Results achieved in these countries are reflected in ILO Programme Implementation Reports. See also the section on *“lessons learned”*.

Côte d'Ivoire CPO CIV903 *"Human rights in the world of work are strengthened through the revision of the national policy on HIV and its integration into national legislations."*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	The National Policy on HIV and AIDS in the world of work was revised in 2013 and technically validated, taking into account the priorities of the tripartite constituents and the key principles of Recommendation No 200. The National Policy has now been submitted to the government for political validation and adoption.	The ILO supported the revision of the Policy as well as the organization and facilitation of several tripartite consultative workshops to pre-validate and validate the Policy.
Use of Norwegian funds in support of the result		
Norwegian funding supported: 1. The development of a road map on revising the national HIV workplace policy to take into account the principles of Recommendation No 200; 2. The revision, pre-validation and validation of the policy; and 3. The development of two draft sectoral HIV workplace policies for the agriculture and transport sectors.		

Cameroon CPO CIV903 *"Human rights in the world of work are strengthened through the revision of the national policy on HIV and its integration into national legislations."*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	1. The National Tripartite HIV Policy entitled «Cadre d'orientation de la lutte contre le VIH et le sida dans le monde du travail au Cameroun 2013-2017», based on Recommendation No200, was validated in August 2013. 2. Three sectoral plans on HIV and AIDS were developed based on the principles of Recommendation No 200 (Rural Development, Forestry/Environment and Judicial Sectors). 3. The convention framework signed between the Ministry of Labour and the Employer's Organization (GICAM) in 2010 is now operational through the adoption of a mechanism for the sustainable financing for the HIV response in the world of work. 4. A Public-Private Partnership (PPP) was developed and adopted by key stakeholders, with the goal of mobilising the private sector to fund ARTs in Cameroun 5. The Ministry of Labour has taken ownership of the PPP strategy in Cameroun. 6. The tripartite constituents and other key actors in the response to HIV have increased their capacity and knowledge based on the tools and trainings from the ILO (Recommendation No 200, Code of Practice on HIV, Code of practice for postal sector etc.)	1. The ILO's support ensured national ownership and leadership from the Ministry of Labour. The financial and technical provided by the ILO facilitated the social dialogue which led to the validation of the National Tripartite HIV Policy and the development of sectoral plans. 2. In the context of mobilizing the private sector to engage in PPP and scale-up the implementation of the GICAM-MINSANTE convention, ILO's support contributed in: garnering support through numerous meetings with the management of the GICAM and its member enterprises; and facilitating the adoption of the PPP roadmap by key stakeholders. 3. Trainings and capacity building including: - 25 Focal Points from the Postal and Telecommunication sectors were trained to develop workplace policies and implement workplace programmes that reached 6,317 workers. - 25 Magistrates trained on the protection of Human rights based on Recommendation No. 200 - 122 representatives of the government, employers and workers organizations as well as civil society organization were trained on implementing Recommendation No. 200
Use of Norwegian funds in support of the result		
Norwegian funding supported: 1. The development of the National Tripartite HIV Policy as well as the sectoral action plans; 2. The meetings and training events which led to the validation of the National Tripartite HIV Policy by tripartite constituents; 3. The distribution of relevant documents and tools to tripartite constituents, including the national HIV workplace policy and Recommendation No. 200; and The production of advocacy leaflets on the VCT@Work (voluntary counselling and testing) campaign that aims to provide workers with HIV testing services to know their HIV status		

Guatemala CPO GTM128 *“Tripartite constituents’ capacity to develop and implement HIV/AIDS policies in the workplace is increased.”*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	In consultation with the tripartite constituents, the coffee plantation sector was selected for the development and implementation of the first national workplace HIV and AIDS policy in the country. The national sectoral policy was developed and adopted with the participation and input from the employers and workers’ representatives in the sector, as well as with government representatives and representatives of organizations of people living with HIV. The tripartite sectoral workplace policy integrates the key human rights principles of Recommendation No. 200 and the ILO code of practice. It provides a framework on the basis of which coffee plantation sector workplaces can develop workplace programmes that facilitate access to prevention, treatment, care and support for workers living with HIV	With support from Norway funding, the ILO provided technical advisory assistance to develop the participatory methodology used to develop the tripartite policy. It also facilitated consultations and tripartite dialogue through workshops and group focus discussions with tripartite-plus participation. Technical support was also provided for the development of training and awareness-raising tools; awareness-raising and training activities; and financial support for the adaptation, translation and publication of information materials.
Use of Norwegian funds in support of the result		
Norwegian funding supported the consultations held with the tripartite partners and civil society organizations (including organizations of PLHIV) in the coffee plantation sector, which led to the development and adoption of Guatemala’s first national sectoral HIV workplace policy. Norwegian funding also supported the development and launch of a Declaration of Commitment to implementing Recommendation No. 200 in the Guatemalan agricultural sector, which employs an estimated two million workers.		

Nigeria CPO NGA151 *“Development of workplace policies on HIV and aids scaled up in selected sectors.”*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	National Workplace Policy on HIV and AIDS and its Implementation Guideline were developed by the tripartite constituent’s and other relevant stakeholders. The policy and implementation guideline was adopted at a validation workshop on the 18th and 19th of December respectively 2013. The Minister of Labour and Productivity the social partners and other key stakeholders including networks people living with HIV and AIDS adopted the policy for onward presentation to the Nigerian Government through the FMO&P. To ensure ownership of the policy, 3 technical consultations at state level have been undertaken in North Central, South and South West Geopolitical Zones of Nigeria to discuss the policy principles and provisions with the tripartite constituents. In 10 days of testing, 14,553 workers voluntarily undertook the HIV test. 468 workers tested positive for HIV (192 male and 276 female) and were referred to treatment services for follow up. About 600,000 people were tested in total within the same period in the national program.	The consultation process has been facilitated by the ILO and has ensured the buy-in from the different ILO constituents in the policy revision: -The ILO has provided technical inputs into the anti-discriminatory bill presented in the Senate. -The ILO has also provided visibility to the Recommendation 200 through meetings, consultations and interventions in various fora that have provided key partners with an in-depth understanding of the labour standard as a prelude to the drafting of the Workplace policy. ILO has facilitated a broad partnership between its constituents and the NACC. As a result, HIV testing was undertaken within the context of broader health and medical testing. The VCT@WORK Initiative was positioned as directly contributing to the national targets in the PCRP (President Country Response Plan to HIV and AIDS)
Use of Norwegian funds in support of the result		
Norwegian funding supported activities linked to the review of the National Workplace Policy on HIV and AIDS and its implementation guideline which was last updated in 2005. Three technical workshops were organised to train and sensitize federal and state level labour officers on how to develop and implement HIV workplace policies and prevention programmes.. Norwegian funds were also used to promote the VCT@WORK and mobilize workers to undergo HIV testing. In this context, the ILO partnered with the Federal Ministry of Labour to promote VCT for workers. Leading by example, the Minister of Labour, Chief Emeka Wogu, undertook a HIV test before journalists and the general public. He encouraged Nigerian workers to utilize the opportunity provided by this initiative to know their status and assured the workers that testing was strictly confidential and voluntary. The Minister’s action demonstrated the Government’s commitment and support for HIV testing among workers.		

Zimbabwe CPO ZWE129 “Reduced incidence of HIV and AIDS infection and improved protection of infected and affected people through non-discriminatory policies”.

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	1. A National HIV and AIDS Workplace Policy integrating principles of the ILO code of practice on HIV/AIDS and the world of work (the HIV and AIDS Recommendation, 2010 (No. 200) drafted and launched. The policy covers both public and private sector in July 2013. 2. A HIV and AIDS Policy for the Tourism Sector developed in August 2013; Engineering Sector Policy developed in collaboration with the Swedish Workplace HIV/AIDS Programme (SWHAP) in August 2013. Both sectoral policies were developed in consultation with the tripartite constituents and reflected R200.	1. ILO/AIDS supported the National HIV and AIDS Focal point to coordinate HIV and AIDS policy formulation as well as programme resources. 2. ILO technically facilitated the consultative meetings of stakeholders leading to the review of the national and sector workplace policies. 3. ILO also technically contribute to integrate the principles of the ILO Code and R200 in the National HIV and AIDS Workplace Policy and other sectoral policies.
Use of Norwegian funds in support of the result		
Norwegian funding supported technical assistance to prepare a desk study and organize tripartite stakeholder consultations prior to the policy writing process. Funds were also used for the development of a one-year policy operational plan and to ensure its implementation.		

Norway's contribution under Outcome 8 was mainly programmed to support progress towards achieving **Indicator 8.2**, aiming at implementing of workplace programmes on HIV/AIDS by tripartite constituents. To be counted as reportable, results must meet the following **measurement criteria (MC)**:

1. An HIV/AIDS workplace programme is developed and launched during the biennium in at least five workplaces.
2. The programme has been developed by a bipartite or tripartite HIV/AIDS workplace committee, and integrates the ten key principles of the ILO code of practice on HIV/AIDS and the world of work, and includes specific measures to address non-discrimination, gender equality, healthy work environment, social dialogue, no screening and confidentiality.

Under this indicator, 37 ILO member States achieved a result in 2012-13. From these countries, the following 15 received Norwegian funding.

Burundi CPO BDI901 “The capacity of tripartite constituents is strengthened to scale-up the response to HIV and AIDS in the world of work”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Five workplaces were identified and are implementing workplace programmes based on action plans that were developed in December 2013. Monitoring is undertaken Ministry of Labour's HIV unit with support from the Extended National Tripartite Committee Comité Tripartite Elargi (CTE)), which includes tripartite constituents and civil society.	The support provided by the ILO included the provision of tools to enable tripartite constituents, government focal points and other key stakeholders to strengthen national ownership of workplace programmes and ensure their sustainability. Technical support was provided in developing action plans and workplace programmes for five sectors including: Education, Informal Commerce, Mining, Manufacturing and Industry, and Tourism.

2	The world of work partners in Burundi created the Extended National Tripartite Committee which is a permanent structure that has the technical tools and expertise to support resource mobilisation and ensure the financing for HIV and AIDS activities in the world of work. The resource mobilisation strategy for the world of work was validated in November 2013. A National Business Coalition against HIV in the world of work will be created in 2014 and will play a key role in developing sustainable Public-Private-Partnerships in Burundi.	The ILO identified and recruited consultants to: 1) support constituents in developing a sustainable resource mobilization strategy for the world of work; 2) operationalize the Extended Tripartite Committee (CTE) that is responsible for monitoring the implementation of the National HIV Policy. The ILO also facilitated the dialogue between tripartite constituents and other world of work partners, which lead to the decision to create National Business Coalition.
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Use of Norwegian funds in support of the result

Norwegian funding supported:

1. The capacity building for members of the Extended Tripartite Committee, government focal points and other world of work stakeholders on the planning and implementation HIV workplace programmes;
2. The development of the sectoral action plans;
3. Two national consultants who provided support to the tripartite constituents in developing the resource mobilization strategy;
4. The validation of the resource mobilization strategy;
5. The availability of relevant ILO documents and tools for tripartite constituents, including Recommendation No 200; and
6. The production of advocacy leaflets for the VCT@Work campaign aiming to provide workers with HIV testing services.

Brazil CPO BRA106 “Capacity of the tripartite partners strengthened to enable them to give effect to Recommendation No. 200, integrating world of work interventions into national strategies on HIV and AIDS “

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	In the first half of 2013, a workplace programme on HIV and AIDS was developed and validated through tripartite-plus consultations involving representatives of government, trade unions, private sector enterprises, persons living with HIV and members of the LGBT community. The programme was launched in five private sector enterprises in the second half of 2013.	The ILO provided technical assistance for the development of a workplace program launched in five private sector enterprises in Brazil which includes components on HIV prevention as well as on the prevention of homo-lesbo-transphobia. The materials developed for this program integrate the 10 key principles of the Code of Practice and Recommendation No. 200. The programmes were developed with the participation of government representatives, employers and workers as well as representatives of persons living with HIV and LGBT organizations. During the second half of 2013, the ILO trained focal points in 5 private companies in Brazil to implement the programmes and ensure their sustainability.
2	The programmes were developed with the participation of government representatives, employers and workers as well as representatives of persons living with HIV and LGBT organizations, which includes components on HIV prevention as well as on the prevention of homo-lesbo-transphobia. The materials developed integrate the 10 key principles of the Code of Practice and Recommendation No. 200.	ILO facilitated a dialogue between the world of work and civil society organizations (PLHIV organizations and representatives of the LGBT community) to develop and implement a training manual for the workplace aimed at eliminating HIV-related stigma and discrimination and discrimination against LGBT populations. At the same time, ILO provided assistance for the development of a strategy for private sector enterprises that would combine HIV prevention and the elimination of discrimination on the basis of HIV status as well as on the basis of sexual orientation and gender identity. During the second half of 2013, and working closely with employers and workers organizations, the ILO provided technical assistance for the launch of the workplace programmes against discrimination in 5 private companies.

Use of Norwegian funds in support of the result

ILO collaborated with UNDP and UNAIDS in this joint project. Norwegian funds were applied to cover the development and piloting of the manual, which enabled ILO to leverage contributions from UNDP and UNAIDS to cover the cost of promotional materials and consultations with national stakeholders (including PLHIV and LGBT).

China CPO CHN178 “Strengthen equal opportunity and treatment for people living with HIV and AIDS and OSH training for health care workers, implementation of standard precautions in hospitals”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Two general hospitals in Henan province established HIV and OSH program, based on bipartite consultation as well as national level inputs, consistent with the key principles of Recommendation 200. Two general hospitals in Anhui Province have initiated the establishment of an HIV and OSH program.	The ILO supported: -Assessments on healthcare workers’ knowledge, attitude and behaviour concerning HIV and OSH in Henan and Anhui Provinces. - Conducted a consultation with State Council HIV and AIDS Committee, China Centre for Disease Control (CDC), managers of two general hospitals in Henan, UNAIDS and other stakeholders on the assessment findings and developed an action plan to address HIV related discrimination at healthcare settings in China. - 42 health workers (28 females and 14 males) on HIV and OSH from two hospitals in Henan Province.
2	In 2012, five manufacturing companies, four electronic companies and one transportation company in Shenzhen, Guangdong Province set up bipartite HIV and reproductive health programs to address key issues such as non-discrimination, gender-equality, healthy work environment, social dialogue, no screening and confidentiality.	The ILO provided technical review and analysis of the annual work plans of the HIV/AIDS Committees in the 10 enterprises and offers comments to strengthen the alignment with the ILO Code of Practice on HIV/AIDS and the World of Work as well as Recommendation No. 200.
Use of Norwegian funds in support of the result		
Norwegian funding was complemented with US\$ 100,000 from the RBSA, US\$ 50,214 additional XBTC funds and US\$ 9,710 from the ILO Regular Budget. Five PLHIV were assisted by ILO trained public interest lawyers in legal action against discrimination in employment and medical treatment. These are the first cases brought to court in China attracting much media attention. This resulted in the Premier of China publically affirming the right of people to treatment as well as the right of health workers to OSH protection.		

Democratic Republic of Congo CPO COD202 “HIV prevention in the world of work is strengthened, particularly in high risk sectors.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Five sectors were identified and workplace programmes created based on action plans that were developed in December 2013.	The ILO provided technical assistance to capacity building for ministerial focal points to ensure the effectiveness and relevance of the workplace programme. 20 focal points on planning, developing and monitoring and evaluating the action plans for the mining, industry and transport sectors were trained.
2	The capacity of the technical unit responsible for monitoring the implementation of the National HIV Workplace Policy and for developing workplace programmes was strengthened. The unit includes key stakeholders such as the Ministry of labour, employers’ organizations and the multi-sectoral committee on HIV.	ILO supported creation of an extended tripartite committee (CTE), endorsed by the Ministry of labour, to coordinate world of work activities. The CTE has 15 members from the social partners, civil society and the Ministry of Labour. The ILO provided technical assistance to capacity building for CTE members and 20 focal points on planning, developing and monitoring and evaluating the action plans for the mining, industry and transport sectors. Technical support provided to the Inter-Enterprise HIV in the world of work committee (CIELS) in undertaking a study to identify potential sources of funding to sustain the national response to HIV in enterprises.
Use of Norwegian funds in support of the result		
Norwegian funding supported:		
1. All trainings and capacity building activities for the CIELS, CTE and sectoral focal points in 2013; 2. The analysis by CIELS on identifying potential sources funding and taking stock of existing mechanisms in place for resource mobilisation; 3. The development of action plans to implement HIV programmes in five sectors (mining, industry, waterway transport, rail transport and road transport); 4. The technical and financial support for 2nd National Forum on mobilizing the private sector on the HIV response in DRC, held in Lumumbashi; and 5. The production of advocacy leaflets on the VCT@Work campaign that aims to provide workers with HIV testing services.		

Ghana CPO GHA151 “HIV/AIDS risk behaviours among targeted workers and communities reduced through education.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Workplace programmes are developed in 9 informal sector associations in the textile, woodwork, retail, fishing and indigenous hospitality sectors.	ILO technical support has ensured collaboration between its traditional constituents and the Ghana AIDS Commission, which has facilitated the integration of the world of work response in the national AIDS framework. ILO technical support has also focussed on implementing behaviour change approaches in the workplaces targeted during this biennium. As a result: -53 workers in 4 workplaces across Indigenous Hospitality/Restaurant and Art/Crafts/Woodworks sectors trained as peer educators. -21 focal points and leaders of trade associations trained on monitoring HIV services. - As part of the Norwegian government support, 1,695 workers undertook HIV testing in July 2013 and 39 positive workers were referred to treatment and care services. - A comprehensive rights-based draft capacity building plan has been developed for judiciary and human rights institutions aimed at giving the stakeholders a better understanding of the Legal Framework and policy environment for upholding the rights of PLHIV. More importantly strategies for achieving the above have been outlined in the capacity building plan.
2	The programmes were developed following a tripartite process, through the national steering committee on HIV and AIDS and the world of work, created during previous projects. The committee has provided guidance in the implementation of the workplace interventions and ensured ownership by the tripartite constituents in the programmes. Furthermore, a youth friendly HIV Service Delivery centre was established in informal Sector Garages settlements as a result of the consultations held between the informal Sector HIV Association/Steering committee and the JUTA (UNAIDS Secretariat, UNFPA, UNESCO).	ILO has provided technical inputs in enterprise level policies and programmes and in guiding the dialogue between management and labour to ensure they are in line the key ILO principles; These activities have led to keen interest being shown by the Ghana Police Service and the Ghana Fire Service, both uniformed Services; to undertake their own sector specific HIV Programs. Interest in HIV Workplace programmes have generally heightened with the National AIDS Commission seeking more collaboration with the ILO.
Use of Norwegian funds in support of the result		
Norwegian funding supported technical assistance to the National Capacity Building Plan document for the Judiciary and Magistrates as well as human rights institutions, which will enable labour judges, magistrates, adjudicators and lawyers to participate in stigma prevention and reduction sessions being mainstreamed into the curriculum of their training institute and into in-service training programs. Norwegian funding has been used to complement UNAIDS funds for the provision of HIV services and development of workplace programmes.		

Indonesia CPO IDN104 “Scale up workplace HIV policies and programs targeting marginalized workers”.

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Through bipartite consultation, applying the key principles of Recommendation 200 (non-discrimination, gender equality, healthy work environment, non-HIV screening and confidentiality, etc.) 7 enterprises established HIV and AIDS workplace programmes and policies, and reached 6,500 workers with HIV prevention training and services referrals. The Ministry of Manpower and Transmigration adopted the revised pre-departure HIV training manual, consistent with the key principles of R200, thus integrating HIV into its standard pre-departure training for migrants..	With support from Norway and UNAIDS, the ILO organized and supported: -two training of trainers workshops for enterprises -quarterly meetings of national tripartite plus working group on HIV The ILO -conducted an assessment on pre-departure training -Revised the pre-departure HIV training manual in collaboration with the MoMT. -Conducted two rounds of training for trainers of recruitment agencies.

2	The Ministry of Manpower and Transmigration through tripartite consultations on HIV and social protection, drawing on the experience of workplace interventions, issued a decree to require the inclusion of HIV in existing health insurance and social protection schemes, available for workers. In addition, the Ministry of Health also called for private health insurance companies to include HIV in coverage packages, consistent with Recommendation No. 200. PERTAMINA - the largest mining and energy company in the country - has joined the VCT initiative. This initiative, funded by the Norwegian government and launched during the World AIDS day event, reached 35,000 women and men workers with awareness-raising and 10,000 for testing.	The ILO organized two national tripartite plus consultations on HIV and social protection to discuss findings from ILO study findings and advocate for inclusion of HIV as part of the health insurance package. In the framework of the VCT@Work Initiative, ILO has supported a strategy for scaling up VCT at workplaces which has been submitted to the Deputy Governor of Jakarta city.
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Use of Norwegian funds in support of the result

Norwegian funding supported the:

1. Organization of a coordination meeting to follow up on the migrant workers' utilization of the pre-departure HIV training manual at migrant holding centres in East Java and set up referral system for migrant workers in Ponorogo, East Java;
2. The sharing of social protection and HIV research findings at a national validation workshop and to CSOs at a policy dialogue held to promote the integration of previous social protection schemes into BPJS (social health protection scheme). The findings were used to develop a community advocacy strategy that ensures the inclusion of HIV into BPJS 1. Following the dialogue, a national coalition was established; social protection is one of priority areas being advocated for PLHIV;
3. The two national tripartite-plus consultations, which resulted in a ministerial decree requiring the inclusion of HIV to health insurance packages and social protection schemes for workers. The consultations marked the first and substantial development towards HIV sensitive social protection; and
4. The launch and implementation of a VCT initiative, launched by the Ministry of Manpower and Transmigration, with more than 1,000 participants from related ministries, participating enterprises, CSOs, and the press during the World AIDS Day in the two largest national sea ports and in Jakarta, reaching 35,000 women and men workers, 10,000 of these went for testing.

Jamaica CPO JAM901 *"The ILO constituents, with ILO support, develop programmes on HIV and AIDS in workplaces."*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Eight enterprises from the food and beverage industry have established workplace HIV programmes and signed on to a proclamation on HIV/AIDS and the world of work. Focal points in each of the participating enterprises in the sector were trained to ensure sustainability of the HIV workplace programmes	With the support of Norwegian Funds, the ILO provided technical advisory support to the Ministry of Labour (through workshops and seminars) to develop the workplace programmes and to train the focal points.
2	The workplace programmes and the Proclamation integrate the ten key principles of the ILO Code of Practice on HIV/AIDS.	With the support of Norway Funds, the ILO provided technical advisory support to the Ministry of Labour (through workshops and seminars) to develop the workplace programmes and to train the focal points.
Use of Norwegian funds in support of the result		
All activities organized to achieve CPO results were implemented with Norwegian funding.		

Kenya CPO KEN102 “Decreased HIV and AIDS -related (discrimination) incidence at the workplaces in both the formal and informal economy.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Postal Corporation of Kenya launched the HIV workplace programme in 8 regions based on the Guidelines on HIV and AIDS for the postal sector and reviewed its HIV and AIDS postal sector policy to align to the ILO/National code of practice and ILO Recommendation 200. HIV workplace programmes were also developed in 6 Informal Sector associations in collaboration with Federation of Kenyan Employers (FKE), NACC and GIZ. Capacity was built for FKE member companies on an online reporting tool which will enhance reporting to the national M&E framework.	ILO has provided technical support in training peer educators, focal points and committee members and financial support to run the training was availed as result: - 45 Postal sector Peer Educators were trained by ILO - 96 Informal sector business leaders tested as an advocacy for HIV testing for informal sector workers ILO has provided support to conduct business association leaders' public HIV testing and VCT in the market places and congregate areas and technical support provided to establish a referral and linkage system for treatment, care and support and linkage to social protection mechanisms. In the context of the VCT@Work Initiative, the ILO has used partnerships created with FKE to increase access to HIV testing for workers through on-site testing at market places and congregate workplace sites with 1540 workers tested.
2	Enterprise level workplace programmes (indicated above) were developed through bi-partite committees established as prescribed in ILO Code of Practice and Recommendation 200. Programmes address tenets of both the code and the Recommendation (i.e. integrating key principles of the ILO Code of Practice, addresses workplace HIV-related discrimination, gender equality, social dialogue and no mandatory screening).	ILO provided support through sensitizing bipartite committee members on the ILO Code of Practice and Recommendation 200. ILO provided seed funding to facilitate the convening of committee meetings where possible/ necessary.
Use of Norwegian funds in support of the result		
In line with the Kenya Decent Work Country Programme, the country's constituents increased attention on the informal sector as it was lagging behind in the response to HIV. Norwegian funding ensured that concrete interventions were undertaken in this sector by providing capacity to deal with HIV and by organizing the sector's response to HIV. In the same vein, the interventions in the postal sector aimed at reaching a larger number of workers, as well as reaching its distribution networks, to scale up existing interventions under the Decent Work Country Programme.		

Sri Lanka CPO LAK106 “The Government and social partners develop and implement policies in line with ILO Code of Practice for HIV AIDS in the workplace.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	5 Enterprises in the plantation sector have established HIV and AIDS workplace programmes consisted of a core HIV workplace team of 25 trainers & 80 peer educators implemented behaviour change communication programmes in their respective workplaces. These workplace programmes covered 2400 workers (1320 males & 1080 females) and about 1000 family members with support of the employers, staff and trade union leaders; improved referral for workers to local Sexually Transmitted Infections service clinics; reduced discrimination against People Living With HIV (PLHIV) at workplace and at the clinics; through the ILO periodic monitoring visits, the management reviewed their workplace activities; assessed peer educators skills, documented findings; and redressed gaps identified.	ILO provided: • Development of HIV information materials; • Establishment of peer-education training standards; • Conducted 2 day residential training; • Development of behaviour change communication materials; • Development of standard peer educator toolkit that contained flash cards, flip charts, brochures for each of the 80 peer educators; • Established a monitoring system for peer educator and estate coordinator monthly reporting (Plantation Family Welfare Officers) and • Quarterly monitoring visits to the plantation workplaces of these five enterprises to ensure workplace working group is functional with requisite technical competency in their planning and implementation of the respective workplace HIV prevention programmes and providing feed back to the management.

2	5 institutions within the Ministry of Labour have established HIV and AIDS Workplace programmes covering a team of 32 peer educators conduct HIV and AIDS education programmes; resulting in 1500 employees and the public who visit these institutions for labour related services received HIV Information Education & Communication (IEC) material. Labour Officers have improved skills to integrate HIV and AIDS in worker education programmes with 250 Labour Officers in all District Labour Offices integrated ILO Recommendation 200 and the National HIV and AIDS Workplace Policy in labour officer education programmes; jointly with trade unions and employers' representatives developed standard HIV workplace peer education training programme using ILO IEC materials for education programmes. The VCT@work initiative was rolled out in 15 districts in sectors with high HIV prevalence in collaboration with tripartite partners and UNAIDS and National AIDS Programme reaching 43,000 young workers (men and women) with 6,268 people undertaken testing.	ILO conducted: • Refresher training for 32 Ministry of Labour officers as HIV workplace peer educators. • Refresher training for 250 Labour Officers to integrate HIV and AIDS prevention in worker education programmes • Trained 35 Women Development officers of the Ministry of Women and Child Development for HIV workplace peer education. • Created awareness among Foreign Employment Recruiting agents and distributed ILO BCC/IEC materials in the North Western Province (the key migrant sending region of Sri Lanka) • Sensitised provincial authorities and community organizations of Uva Province on the risks and vulnerabilities of external migrant workers to HIV infection. • Rolled out the VCT@work initiative and trained 48 District Labour Officers to conduct VCT awareness programmes in workplaces in 16 high vulnerable districts and developed IEC and BCC materials (posters, banners, leaflets, video) on advantages of 'knowing your HIV status' and VCT services.
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Use of Norwegian funds in support of the result

Norwegian funding contributed to:

1. The training of plantation workers' peer educators. ILO funds were effectively used to sensitise the management, staff, trade union representatives, train trainers and peer educators. With the support of management, awareness campaigns were conducted using print, electronic media, edutainment events, and mobile clinics to promote VCT;
2. To reaching workers in the 16 districts. ILO funds were used to build partnerships with the National AIDS Control Programme, developed, printed and distributed materials and trained Labour Officers. Materials developed for the VCT initiative were shared with many world of work partners such as the Business Coalition Members, Employers' Federation of Ceylon; and
3. The trained labour officers conducted workplace HIV and AIDS training in their districts.

Chad CPO TCD902 *"Tripartite constituents develop a national HIV workplace policy and implement workplace programmes."*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Workplace programmes on HIV are being implemented in five sectors covering over 6,832 workers. Sectors include: construction, agriculture, sugar, telecommunications and mining.	The ILO trained 30 focal points from the five sectors on planning, implementing and monitoring workplace programmes. The ILO supported them in developing their action plans and provided them with the necessary tools to implement the plans, including financial management.
2	An extended tripartite task force (including civil society), made up of 12 members, was created to support the sectoral HIV Committee of the Ministry of Labour in implementing the National HIV Workplace Policy. Managers and workers from the 5 sectors committed their support the VCT@work initiative and plan to roll out the initiative in 2014-2015.	Through ILO's support, Chad has the technical tools and the capacity at its disposal to ensure national ownership in implementing the operational plan of National HIV workplace Policy. Capacity building was provided to members of the task force as well as the Ministry of Labour's sectoral HIV Committee. The ILO also provided technical support to mobilize managers in the 5 sectors and over 300 workers to undertake VCT in 2014-15.

Use of Norwegian funds in support of the result

Norwegian funding contributed to:

1. Capacity building of the tripartite task force and the Ministry of Labour's sectoral HIV Committee;
2. The sensitization of 500 workers and managers from the 5 sectors on the VCT, stigma and discrimination;
3. The dissemination of 170 copies of the national workplace policy as well as of Recommendation 200 in three regions of Chad. Publications on prevention, and VCT were also made widely available to workers in the 5 sectors; and
4. The production of advocacy leaflets on the VCT@Work initiative, including information for workers on HIV testing services.

Thailand CPO THA253 “Enhanced access to rights at work and HIV and AIDS protections among key affected populations and vulnerable groups.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Ten enterprises in the entertainment sector in Bangkok developed and launched workplace policies and programs in line with Recommendation 200, with primary focus on safety and health and HIV prevention and care. The program covered 275 sex workers, 125 entertainment sector staff, and approximately 7500 sex worker clients. The Bangkok Metropolitan AIDS Authority adopted the ILO enterprise approach on HIV prevention in entertainment sector within the city level AIDS action plan and strategy. This will result in a scale up of this approach to all entertainment establishments in Bangkok. As a separate but related body of work, a monitoring system for the Thai Ministry of Public Health was established to assess stigma and discrimination in healthcare settings and provide input to developing health sector policies and programs to improve safety conditions for health worker staff and reduce discriminatory treatment of patients living with HIV.	In order to enhance national capacity, the ILO conducted advocacy to tripartite partners and enterprises; trained and funded an NGO to facilitate programs in enterprises; developed a training manual focusing on OSH and HIV issues; and developed a monitoring system to ensure that enterprise level programs adhered to basic components of ILO Recommendation 200. The ILO conducted advocacy and shared best practices from this program with the Bangkok Metropolitan AIDS Authority to ensure that program examples were incorporated in on going city level programs. The ILO provided financial and technical assistance to the Ministry of Public Health and the Ministry of Labour to develop assessment tools and a methodology to assess stigma and discrimination in the health sector.
2	The policies and programs that were developed at the enterprise level were formed through a collaborative process involving workers, enterprise management and the government. The approach at the enterprise level entailed establishing an on-going dialogue, using the Healthwise methodology, where workers and managers identified health and safety risks and jointly determined appropriate solutions. ACCOR, the largest multinational hotel chain in Thailand has agreed to join the VCT@Work initiative. The initiative, funded by the Norwegian government, is reaching 10 large companies in collaboration with the Thailand Business Coalition on AIDS covering 50,000 women and men workers with 10,000 of them getting HIV testing	The ILO facilitated tripartite discussions at the national enterprise level for the development of policies and programs at the enterprise level. This included technical and financial support for a workshop with the labour protection division of the Ministry of Labour to identify options for integrating the entertainment sector within routine safety and health monitoring carried out by the Ministry. UNAIDS and ILO have jointly established a steering committee for the VCT@work initiative in Thailand. Through advocacy with the national insurance company, VCT will be covered by the insurance policy.

Use of Norwegian funds in support of the result

Norwegian funding contributed to:

1. Launching, advocacy and training through the Thailand Business Coalition on HIV and AIDS of 11 enterprises to carry out the VCT@Work initiative at workplaces with communication materials, including video statements, posters, brochures and flyers. Following the launch, 331 people undertook HIV tests through workplace arrangements;
2. The NGO SWING to implement the WISE SHAPE program which targets sex workers and their employers to improve safety and health conditions to support the effectiveness of HIV prevention, care, support and treatment programmes. Funds covered NGO technical support, one full time consultant to develop WISE SHAPE materials and training for NGO SWING to use the manual. Costs for development and printing of communication materials were also covered;
3. For the stigma and discrimination work in the health sector, Norwegian funds covered the technical support to develop the manual, questionnaire and methodology for the research as well as assistance to the NGO partner, SWING, in implementation; and
4. Engagement of a specialist to carry out a business skills program of advocacy, training and monitoring with target groups.

Tajikistan CPO TJK152 *“Tripartite constituents’ capacity to implement HIV/AIDS programmes in the workplace is increased.”*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	5 Workplace policies and programmes have been developed and launched in agriculture, transport and railways, textile, construction and food industry, following the adoption of the first National Tripartite HIV and AIDS Workplace Strategy Paper based on the key principles of ILO Recommendation 200 and endorsed by the tripartite constituents.	ILO has provided technical and financial support in conducting the High-Level Meeting with key Ministries and Parliamentarians in promotion and effective implementation of the ILO Recommendation 200. ILO has provided technical support to the development of the National Tripartite HIV and AIDS Workplace Strategy Paper, its printing and dissemination in 3 languages. ILO has supported a high-level national workshop which contributed to build consensus on the Tripartite HIV Workplace Action Plan that is the basis for the development of the workplace programmes in Tajikistan.
2	The first HIV, AIDS and Tuberculosis Tripartite-plus Workplace Plan of Action for 2013-2016 focusing on key economic sectors was developed and approved. In the agriculture sector, a bipartite process led to the signature of a MoU to address stigma and discrimination; In transport and railways sector 135 workers were targeted with prevention and care messages; In the textile, construction and food sectors HIV workplace enterprise level activities have reached 90 workers in 3 regions.	ILO has supported the organization of a "tripartite plus" discussion of the draft Workplace Plan of Action. ILO has built the capacity of stakeholders in the agrarian, transport and railways, textile and construction sectors including workshops for 31 agrarian leaders-employers in 2 regions. ILO, through the Norwegian government funds, has supported the launch of the campaign on Getting to Zero at the Workplace covering 100 railways and transport workers, followed by capacity building for 35 workers in August 2013.
Use of Norwegian funds in support of the result		
Norwegian funding supported activities resulting in the adoption of the National Tripartite Strategy and its Plan of Action for 2013-2016; the adoption of workplace programmes in five sectors; the strengthening of legal protection of labour rights; and empowerment of women living with HIV to start their own business. It also supported the launch of the campaigns “Getting to Zero at Work” and “VCT@WORK”.		

Ukraine CPO UKR151 *“ILO constituents develop and implement programmes on HIV/AIDS at selected workplaces.”*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	7 workplace programmes were developed in November 2013 on the basis of the National Tripartite Cooperation Strategy on HIV/AIDS and the World of Work which was adopted by National Tripartite Socio-Economic Council of Ukraine. Seven workplaces, located in the Cherkassy and Kyiv regions, have adopted and implemented HIV workplace programmes. The sectors covered are: health, electricity, education and confectionery. The programmes cover all workers employed at these enterprises.	The ILO provided the following contributions to the achievement of the result: -Consultancy support, including on the development of a gender module to be incorporated in training activities for enterprises and also on the development of sample HIV workplace programme which served as a basis for enterprises’ workplace programmes; -A survey among enterprises in Cherkassy region, conducted in September-November 2013 aimed at identifying enterprises for development, adoption and implementation of HIV workplace programmes; -Facilitation of awareness-raising and training activities (eight in total) conducted between December and July 2013.
2	The programmes were developed jointly by representatives of managers of enterprises and trade unions. The pilot enterprises do not have special committees for HIV; however, responsible persons/bodies are identified in the action plans which are included in the adopted Programmes. Those are mainly health	The ILO organized: -Consultative support to selected enterprises; -Awareness-raising and training activities that include a capacity-building workshop for territorial tripartite socio-economic councils on implementation of the National Tripartite Cooperation Strategy on HIV and AIDS in the

	and/or occupational safety and health units. All Programmes are based on the principles of ILO Recommendation 200 and ILO Code of Practice on HIV/AIDS and the World of Work. As a result of ILO support and active involvement and commitment of partners at the regional level the Cherkassy region has become a pioneer in setting up a network of enterprises having adopted HIV workplace programmes and covering more than 3,500 workers with awareness-raising activities.	World of Work; a sensitization workshop for selected enterprises in Cherkassy region; three round tables/consultations with selected enterprises to discuss sample HIV workplace programmes and adapt it to their needs; a series of training-of-trainers activities for enterprises which already adopted the workplace programmes and for those which are willing to join. In total more than 100 persons participated in these activities; -Creation, design and printing of four booklets about HIV and ways of transmission; human rights in the context of HIV; voluntary counselling and testing and occupational safety and health aspect of HIV and three posters on HIV to be placed in information corners at each of the seven enterprises. -Organization of the final review meeting with the participation of all pilot enterprises participating in the programme implementation to share experience and challenges as well as identify good practices.
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Use of Norwegian funds in support of the result

Norwegian funding supported the development of the work plan for the National Tripartite Cooperation Strategy and the adoption of gender sensitive workplace programmes in 13 enterprises in 8 sectors in the Cherkassy and Kiev regions. Materials were developed, printed and disseminated, including a handbook for trainers and a gender training module. These materials were disseminated to the HIV/AIDS Training Centre for Health Workers established in the context of the Cherkassy Regional AIDS Centre.

South Africa CPO ZAF176 "Government and Social Partners develop and implement effective HIV/AIDS and TB workplace programmes"

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	HIV/AIDS Workplace programmes have been developed and launched in December 2013 in the following five organizations/ institutions: The National Department of Labour, The National Health Laboratory Services (NHLS), the Health and Other Service Personnel Trade Union of South Africa (HOSPERSA), the Federation of Democratic Unions of South Africa (FEDUSA), and a Joint Labour Programme on HIV and AIDS for Organized Labour including COSATU, NACTU, FEDUSA, and independent unions. The Ministry of Labour Technical Assistance Guidelines were used to guide the development & implementation of HIV/AIDS programmes. Workplace programmes were developed for 4 agricultural cooperatives and for 1 farm.	The ILO facilitated partnerships with institutions/ organizations identified for the development of workplace programmes. The ILO provided support towards workshops held for the development of workplace programmes. During the workshops, the ILO capacitated employers/employees and workers' orgs on the provisions of Recommendation 200, the National Strategic Plan, the revised Code of Good Practice on HIV/AIDS & its Technical Guidelines. Number of participants at the workshops was as follows: HOSPERSA: 31 officials (58% female), FEDUSA: 12 union representatives (50% female); Department of Labour: 50 officials (60% female); NHLS: 24 officials (75% female); from the Joint Labour Programme on HIV/AIDS for Organized Labour: 26 affiliate members. As result of the capacity built, ILO has also engaged in the roll out of the VCT@Work initiative in South Africa, through the financial support of the Norwegian government, which resulted in 10,000 workers tested at the end of December 2013. The ILO made technical inputs into the Technical Guidelines document for implementation of HIV/AIDS programmes. -ILO provided technical and facilitation support for development of workplace programmes for rural based cooperatives and farms.
2	For each of the 5 workplace programmes that were developed, bipartite HIV/AIDS workplace committee were established to coordinate and monitor the implementation of their respective workplace programmes. All five workplace programmes were developed in line with the ILO Recommendation 200, including the principles enshrined in the Recommendation and the ILO Code of Practice on HIV/AIDS and the World of Work. 1 national and 3 local Corridor Economic Empowerment & HIV/STI/TB Technical Committees have been established to monitor implementation of workplace programmes in the transport corridor & selected communities. All workplace programmes were developed in line with the ILO Recommendation 200.	The ILO provided facilitation support in the establishment of bipartite HIV/AIDS Committees that were established in institutions identified. The ILO also provided capacity support to the established committees in terms of their roles in ensuring implementation and the monitoring of the workplace programmes. ILO facilitated establishment of a National and local Corridor Economic Empowerment & HIV/STI/TB Technical Committees. Facilitated their training to monitor support implementation of workplace program

Use of Norwegian funds in support of the result

Norwegian funding supported the review of the Code and Technical assistance Guidelines on HIV and AIDS, as well as the meeting/workshops and road shows held during the review and consultation processes. Furthermore, the support contributed towards the development of HIV and AIDS workplace programmes, including development of advocacy materials, used to promote Voluntary Counselling and Testing at and through the workplace. Posters with messages aimed to reduce stigma and discrimination were also produced through various partners: leaders from employers, workers' organizations and government gave personal key messages in the posters, these posters are to be disseminated all around the country.

Zambia CPO ZMB152 "HIV and AIDS workplace programmes developed in selected sectors"

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	HIV/AIDS workplace programmes have been developed and launched in 5 workplaces in the following sectors, Education, Agriculture, Informal economy and the Transport sector. As a result, HIV testing and counselling was provided outside the workshop venues for participants: 22 (9 males and 13 females) people were counselled & tested. In November 2013, the National AIDS Council of Zambia and Ministry of Health held the Third National Prevention Convention. ILO Lusaka CO sponsored Voluntary HIV Counselling and Testing and Wellness Activities Tent at the Third National Convention on HIV and AIDS in Zambia held at Mulungushi Conference Centre. 215 (160 females and 55 males) people underwent HIV counselling and testing. Those needing further services were referred to health centres of their choice. A second VCT event, took place in November 2013. As a result 215 workers have been tested and counselled. In the informal economy, informal workers from seven subsectors were trained on policy development and formulated new policies. All seven sub-sectors were trained on developing their workplace programmes and on implementing them. Each subsector developed their action plan. In the education sector, a strategy for the Ministry of Education, Science, Vocational Training and Early Education has been developed and HIV&AIDS workplace implementations Guidelines have been developed.	The ILO has contributed to the development and implementation of sectoral workplace programmes (5 workplace programmes under development). Other ILO contributions through technical and financial support include: 75 participants (by end of 2012) drawn from constituents; 39 participants (2013) drawn from the formal sector (education and security [Police]) and 42 participants drawn from the informal sector (agriculture and NGOs) were equipped with knowledge and skills of developing work place programs and activities in line with the ILO Code of Practice for the world of work and (R2001) and R200 (2010). Other support includes: 323 informal economy workers (231 women and 82 men) were equipped with knowledge and skills of HIV prevention and mitigation in work places.
2	The Sectoral HIV/AIDS workplace programmes have been developed under the guidance of a bipartite/tripartite HIV/AIDS workplace committee. In addition, 9 work place committees were established in 9 work places (2 in the formal and 7 in the informal sectors).	The ILO supported the convening of the various workplace committees to develop the sector specific workplace programmes and during the committee meetings. It provided technical assistance by guiding the committee on how to ensure synergies with the overarching National HIV/AIDS Workplace policy as well as ensuring its compliance with ILS. The ILO advised on how components of the workplace programmes could be translated into implementable activities. ILO Zambia provided technical assistance, finance, training, consultants, mentoring and follow-up. As part of the VCT@Work initiative funded through the Norwegian government, ILO supported an event to reach 6,000 women and men with VCT, organized in November 2013. As a result 215 workers undertook VCT.

Use of Norwegian funds in support of the result

Norwegian funding supported:

1. Equipping 334 people in informal economy workplaces (60% women) with knowledge and skills of HIV and AIDS prevention and mitigation;
2. Reaching the general public and workers with information on HIV and AIDS and gender through electronic media (1 national television programme and 6 radio programmes);
3. Enabling the Ministry of Labour and Social Security to develop and disseminate the National Overarching Workplace policy on HIV and AIDS and its implementation plan;
4. Supporting Government Ministries of Agriculture, Education, Transport and Home Affairs develop and implement sector specific workplace programmes and activities;
5. Supporting seven (7) informal economy organizations develop and implement sector specific workplace policies, programmes and activities; and
6. Reaching 215 people (160 females and 55 males) through Voluntary Counselling and Testing.

Global Products

Research work undertaken under the two Global Products is of unprecedented scope and complexity for the ILO programme on HIV and AIDS. Both projects have been completed and the findings are being analysed, discussed with the stakeholders and will be published in 2014. The results will be used for future workplace interventions and programmes.

The results from ***“Impact of Social Protection Floors on workers in informal employment affected by HIV or AIDS”*** show that pilot social protection schemes have a positive impact on HIV-affected households but that there are gaps in the coverage of existing national social protection programmes, both for workers in the informal economy and for people living with HIV. Despite a positive impact of social protection on people living with HIV/AIDS and their households, they face nevertheless significant challenges in accessing the existing social protection programmes. The results generated by the research are being used for advocacy and capacity-building efforts of constituents and other partners, particularly in the annual training programme on HIV and Social Protection at the International Training Centre in Turin.

Ten country reports were prepared for ***“What works in HIV and Aids workplace intervention?”***. Once these are consolidated in a final analytical report, the latter will be shared with country constituents and stakeholders. The findings of evidence-based good outcomes

4. Lessons learned

The *ILO Program Implementation Report 2012-13* states the following for Outcome 8: “Changes in the HIV epidemic as well as a better reflection of the constituents’ needs - highlighted by the revised strategy for HIV and AIDS interventions adopted only in March 2012 - have resulted in re-prioritizing programmes for scaling up access to HIV prevention and care (reported under Indicator 8.2), over policies (reported under Indicator 8.1), leading to over-reporting or under-reporting in the course of the biennium”.

The impact of ILO’s work is stronger where HIV and AIDS policies and programmes are integrated in broader strategic frameworks targeting OSH, social protection, health (including TB) and are based on the collaboration with other ministries. In particular, the VCT@Work Initiative has demonstrated the need for strong policy dialogue going beyond the ILO constituents and encompassing other key stakeholders such as Ministry of Health, National AIDS bodies, UNAIDS and civil society, taking into account the complementarity of the different actors in service provision, policy development and coordination. Interventions for this biennium took into account the need for evidence-based knowledge to inform focussed programmes. This has ensured targeted interventions that have combined HIV and AIDS prevention and care with economic empowerment approaches, addressing socio-economic drivers of the epidemic. Preliminary findings of the Global Product on the impact of the social protection floor on workers in informal employment show the need for ILOAIDS to design focussed interventions in the informal economy tailored to address the provision of social protection mechanisms for informal sector workers and their households.

Outcome 9 Employers' organizations have strong, independent and representative organizations

During 2012-13 Norwegian funding contributed directly to **1 out of 10 national employers' organizations** for which the ILO reported biennial results under **Indicator 9.1: Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices.**

Norwegian funding also contributed directly to **5 out of 33 national employers' organizations** for which the ILO reported biennial results under **Indicator 9.2: Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members.**

Finally, Norwegian funding contributed directly to **4 out of 27 national employers' organizations** for which the ILO reported biennial results under **Indicator 9.3: Number of national employers' organizations that, with ILO support, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels.**

1. Outcome strategy

The ILO strategy to achieve Outcome 9 is based on activities strengthening the capacity of employers and their representative organizations to enable them to adopt and pursue a strategic approach to organizational development, to improve their services in order to provide value to existing and potential members, and to strengthen their policy influence based on well-researched policy positions and advocacy materials. In essence, the strategy is focused on strengthening the key elements of institutional capacity necessary for employers' organizations in order to enhance their value to members and fulfil their mandates as business representative organizations designed to advance the interests of their members.

Building and strengthening the capacity of national institutions, and in particular that of the social partners, has always been an important part of ILO's technical cooperation strategy. Strong and effective employers' organizations (and likewise workers' organizations) are essential for good governance and promoting longer-term economic and social development.

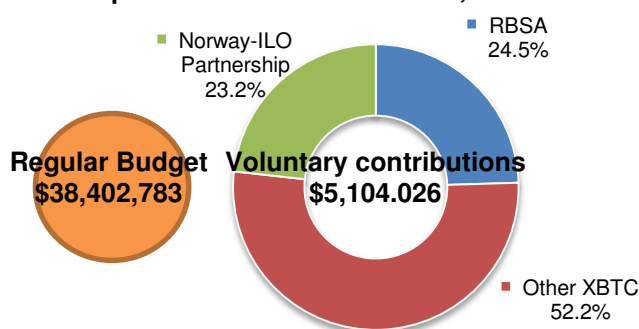
In the ILO, the Bureau for Employers' Activities (ACT/EMP) is mandated to provide the direct link with national employers' organizations, represented through the International Organisation of Employers (IOE). This mandate, coupled with technical expertise of ACT/EMP's network of specialists in all regions and technical units, both in Geneva and in Turin-ITC, has enabled the Bureau to develop high quality tools and products aimed at strengthening the capacity employers' organizations.

Promoting gender equality and non-discrimination is an integral part of the Outcome 9 strategy and the availability of extra budgetary funds has enabled ACT/EMP to increase its efforts in promoting women entrepreneurship and women's economic empowerment. In the current biennium a global survey and study on women in business and management was developed and regional workshops were conducted in Africa, Asia, Latin America, Middle East and North Africa, Eastern Europe and CIS countries, which brought together employer and private sector representatives as well as gender experts from more than 57 countries. These were aimed at reinforcing the capacities of employers' organizations to support enterprises at the country level, to develop and implement policies on women in business and leadership as a strategic business goal.

2. Norway's contribution to Outcome 9

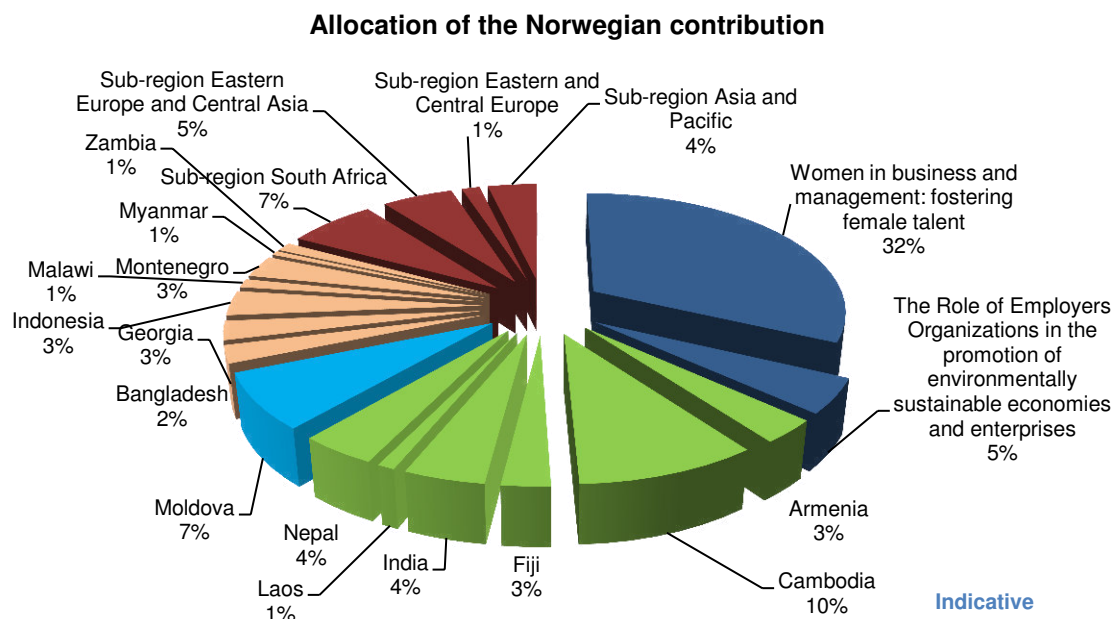
In 2012-13, the ILO spent US\$ 43,506,809 in support of Outcome 9. Of this amount, US\$ 38,402,783 was provided through the Regular Budget (RB), US\$ 1,251,227 through the fully unearmarked Regular Budget Supplementary Account (RBSA) and US\$ 3,852,799 through earmarked Extra-Budgetary Technical Cooperation (XBTC)⁴. Norway's contribution of **US\$ 2,881,514** is recorded under XBTC and amounts to **23.2%** of ILO expenditures on Outcome 9 (voluntary contributions).

ILO expenditure under Outcome 9, 2012-13



⁴ Source : [Programme Implementation Report 2012-13](#), p.17

These resources provided by the Norwegian Government were utilised by the ILO to support **1 Global Product, regional activities and 14 Country Programme Outcomes (CPOs)**. Since Outcome 9 received an additional allocation in 2013 from Norway for activities in 2014, work in Georgia, Indonesia, Malawi, Montenegro, Myanmar and Zambia is scheduled to commence in 2014.



The Global Product on strengthening employers' organizations has several components; two of these were funded by Norwegian funding. First, ***"Women in business and management (WIBM): fostering female talent"*** complements the ***"Women at Work Initiative"*** launched during the International Labour Conference in 2013 and aims to survey the work place and working conditions of women and engage tripartite constituents to realize equality of opportunity and treatment. It equally fosters strategies and partnerships among enterprises, their representative organizations and experts in the field of women's participation in business and management. Finally, the WIBM initiative provides a window of opportunity to engage more employers in the work of the ILO and for the Office to be the frontrunner in the global debate on women in leadership in light of its ground breaking report ***"Breaking through the Glass Ceiling"*** (2001). Second, the rationale for the initiative ***"Greening Economies, Enterprises and Jobs: The Role of Employers Organizations in the promotion of environmentally sustainable economies and enterprises"*** is that the transition to greener economies will have major consequences for employers' organizations and their member companies. These organizations therefore need to be provided with support to address challenges and explore opportunities towards low-carbon, green and sustainable economies, especially in developing economies. In addition, implementation of the initiative was seen as an opportunity to pool expertise and funds together with the ***"Green Jobs Programme"*** and the ILO-ITC for greater impact.

In general, countries were selected for Norwegian funding based on country-level cooperation with the ILO Bureau for Workers' Activities (ACTRAV) and joint interventions on social dialogue, enhancing industrial relations and gender equality. For instance, **Indian** industrial relations take mainly an adversary stance in light of reviewing the labour regulatory framework. Periodically unrest flares up at great cost to workers and employers alike. The Employers' Federation of India (EFI) is uniquely placed to play a catalyst role in facilitating the promotion of good industrial relations practices in enterprises. Based on EFI's expressed needs, the ILO provided technical and financial support in setting up the organization's Training Unit which provides training and related services to EFI's members on labour laws and industrial relations. In **Indonesia** (activities to commence in 2014), a study carried out by the ILO highlighted that the national apprenticeship system did not have a coordinated single policy. Indonesian Ministries run apprenticeship and training programmes independently, refusing to recognize the legitimacy of another Ministry's certification. In addition to the lack of a unified apprenticeship programme, the views between employers and workers on apprentices have been a contentious issue for some time. Despite this, employers and workers have agreed to work together to enhance the existing apprenticeship model for the apprentice, employers and the economy. ILO's role is to support this process of dialogue.

In addition, Norwegian funding supported a number of regional activities. For instance, the **South African Development Community (SADC)** is characterized by a labour market in crisis with millions of men and women unemployed. Those in employment often experience high levels of anger in view of the level of their wages and lack of future prospects. This has led to strikes in almost all countries in the region. The social partners, SPSF (SADC Private Sector Forum) and SATUCC (South Africa Trade Union Coordinating Council) are promoting bipartite dialogue on policy issues of mutual interest at the SADC and national level, thus developing consensus on policy positions which would have critical mass support in the region. In response to their needs, ACTRAV and ACT/EMP held a joint initiative with the aim of strengthening the capacity of SPFS and SATUCC and their affiliates to effectively participate in the SADC structures

3. Norway's contribution to ILO's biennial results 2012-13

Results under Outcome 9 are measured through a set of indicators outlined in the ILO [Strategic Policy Framework 2010-15](#).

Outcome 9 Indicators	Target by 2015	Results by 2013*
9.1 Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices.	40	20
9.2 Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members.	55	48
9.3 Number of national employers' organizations that, with ILO support, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels.	49	42

*Cumulative total results from two biennia (2010-11 and 2012-13).

Results achieved in 2012-13

Norway's contribution under Outcome 9 was programmed to support progress towards achieving **Indicator 9.1** (Nepal), **Indicator 9.2** (Armenia, Cambodia, Fiji, India, Nepal) and **Indicator 9.3** (Cambodia, Fiji, India, Laos).

A. Indicator 9.1 aims at adopting strategic plans to increase the effectiveness of management structures and practices of employers' organizations. To be counted as reportable, results must meet the following **measurement criteria (MC)**:

1. A strategic plan for the employers' organization is endorsed, as documented in the proceedings of its board or equivalent document.
2. A capacity-building programme is implemented for both managers and staff of the employers' organization in line with the strategic plan

Under this Indicator, 10 national employers' organizations achieved a result in 2012-13. From these, Nepal received Norwegian funding.

B. Indicator 9.2 aims delivering services tailored to the needs of the members of employers' organizations. To be counted as reportable, results must meet at least 1 of the following **measurement criteria (MC)**:

1. A budgeted plan is officially adopted to extend services to current and potential member enterprises of the employers' organization.
2. New or improved services are provided by the employers' organization, as documented through service records (training, information systems, publications, consulting services).

Under this Indicator, 33 national employers' organizations achieved a result in 2012-13. From these, Armenia Cambodia, Fiji, India and Nepal received Norwegian funding.

C. Indicator 9.3 aims at enhancing capacity for employers' organizations to analyse and influence the business environment. To be counted as reportable, results must meet at least 1 of the following **measurement criteria (MC)**:

1. Employers' organizations set up or improve the functioning of internal structures to identify and coordinate the views of members, formulate advocacy strategies and objectives based on membership needs, and develop well-researched policy positions and advocacy materials.
2. Employers' organizations participate in consultations with government or other key parties to give their views, enter into partnerships with other institutions or obtain greater media coverage of their policy positions.
3. The positions of the employers' organizations are reflected in the adopted legislation or policy at the national, regional or international levels.

Under this indicator, 27 national employers' organizations achieved a result in 2012-13. From these, Cambodia, Fiji, India and Laos received Norwegian funding.

Armenia CPO ARM801 "Strengthened institutional capacity of employers' organisations."

Ind	MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
9.2	1	The Republican Union of Employers of Armenia (RUEA) developed its strategic plan for services development, endorsed by the RUEA Management Board. Based on the adopted strategic plan, RUEA is developing and/or improving services in the areas of women entrepreneurship, OSH, VET and labour legislation. As a direct follow-up to the strategic plan for service development, RUEA is focusing on women's entrepreneurship development (WED) as a potential new service. RUEA is conducting a survey on WED to help identify specific services for women entrepreneurs, in particular for young women. Based on the survey outcomes, RUEA expects to develop targeted training to promote women's entrepreneurship thereby expanding their training offer for member companies.	The ILO provided technical and financial support for a workshop for RUEA staff and Board members on Strategic Planning with Special Focus On Services Development in March 2013, including using the ILO "Guide on Services" by Employers' Organizations." Technical advice was provided to RUEA in the process of developing and adopting its strategic plan on services development and in implementing the survey on women entrepreneurship development as a new service.
Use of Norwegian funds in support of the result			
Norwegian funding supported the survey on Women Entrepreneurship Development (WED) and the national workshop held in Yerevan in Dec 2013. The event was widely reported in the media, and one of the reports on YouTube has so far been viewed by more than 1,545 people.			
A key result so far is that the national employers' organization (RUEA) has increased its visibility and hence its membership. A total of 21 women entrepreneurs became direct members of RUEA and 10 women entrepreneurs became members of the sectorial union attached to RUEA at the end of 2013. RUEA also recruited a full time Coordinator in the Secretariat who deals with WED and SME issues. Finally RUEA also approved the Strategic Plan for the development of women entrepreneurship during the RUEA Board meeting in December 2013.			

Cambodia KHM801/KHM130 "Strengthened institutional capacity of employers' organisations."

Ind	MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
9.2	2	1. The Cambodian Association of Employers and Business Associations (CAMFEBA) has improved its advisory services to companies through a new guide and a code of practice for members on discrimination-related legislation, promoting equality and preventing discrimination at work. The Code was launched in October 2013 by the government providing CAMFEBA with significant visibility in the media and amongst its membership. 2. A new CAMFEBA branch was opened in the country's second city, Siem Reap and professional staff recruited to deepen CAMFEBA's presence and extend services. Employers are now better informed on relevant labour issues such as dispute prevention and resolution, trade union rights, labour law revisions and trade union law. Membership in Siem Reap increased by more than 200%. 3. CAMFEBA's Legal Services Unit was expanded to cover commercial, taxation and HR related issues. CAMFEBA has now become a one-stop	1. ILO provided technical assistance in developing the base material and in organizing two training of trainers (TOT) workshops for employers on promoting equality and preventing discrimination at work in Cambodia. 2. ILO supported the organization of a CEO briefing in Siem Reap on key issues of relevance to regional members, and a workshop on national CAMFEBA survey results which reviewed the service offer in the region. 3. ILO provided technical and financial support to expand the legal services unit.

		shop for HR & legal compliance Services. Over 30 company members have signed contracts to use these services. 4. CAMFEBA further strengthened its services through production of an investment guide “Investing and Doing Business in Cambodia” which provides investors with information on the investment climate in Cambodia in particular from HR/IR and social policy perspectives. The guide addressed an information gap for potential investors and helped raise CAMFEBA’s profile as a key knowledge provider.	4. ILO provided technical support in the conceptual design of the report, and assisted in the final validation and launch of the investment guide
9.3	1	In March 2012 CAMFEBA’s Board of Directors conducted a strategic planning session to review its strategic policy direction. A key outcome was the decision to broaden CAMFEBA’s scope from traditional labour and social issues to a wider range of issues to better reflect broader business concerns. By listening to the needs of its enterprise members, CAMFEBA is now able to articulate the perspectives of business more clearly on a broader range of issues and in an evidenced-based manner.	ILO provided technical and financial support through a capacity building workshop to present the “EESE toolkit, a workshop to facilitate organizational priority setting, and a national CAMFEBA survey on employer priorities. The survey involved interviews with 300 employers and 200 workers in different parts of the country supported a number of workshops with the CAMFEBA Board to develop CAMFEBA policy positions and supported drafting of a “Vision statement for CAMFEBA,” which is CAMFEBA’s strategic policy framework for the coming 5/7 years. ILO provided technical support in Cambodia’s second city where a second branch office was opened.

Use of Norwegian funds in support of the result

Norwegian funding contributed towards the following above-mentioned activities:

1. Promoting equality and preventing discrimination; development and dissemination of the Guides and Code of Practice;
2. The setting up of a new CAMFEBA Branch in Siem Reap;
3. The expansion of the CAMFEBA Legal Services Unit; and
4. The investment guide “Investing and Doing Business in Cambodia”.

Cambodia was selected for funding because of the focus on promoting social dialogue, harmonious industrial relations as well as equality and non-discrimination at work.

Her Excellency Oeung Kontha Phavi, Cambodian Minister of Women Affairs, launched the above-mentioned **Guide and a Code of Practice** in October 2013. A total of 40 men and 40 women have so far been trained on the Guide, which has been translated into Khmer and Chinese. In 2014 the Guide will be disseminated through a series of training workshops throughout the country.

Gender mainstreaming the Partnership

To build critical mass of resources for gender mainstreaming, the ILO Bureau of Gender Equality (GENDER) concentrated its effort in countries where two or more CPOs were being funded under the Norway-ILO Partnership Programme. This included Cambodia where the employers’ organization’s programme to prevent discrimination and promote gender equality at work was technically and financially supported by both ACT/EMP and GENDER.

A “Code of practice on promoting equality and preventing discrimination at work” in Cambodia was developed and adopted by the organization.

A series of practical guides for employers on “Preventing Discrimination and Promoting Gender Equality at Work in Cambodia” were also developed. They were validated in a National Training Seminar and printed and disseminated in Khmer, English and Korean.

A Training of Trainers workshop on promoting gender equality took place with 27 participants (10 women) from employers’ organizations.

One CAMFEBA female leader participated in a regional workshop on promoting women entrepreneurs (sponsored by GENDER) and one female CAMFEBA Board leader participated in the regional workshop on “*Fostering female talent in the labour market: The business case in Asia and Pacific*” organized by ACT/EMP in Bangkok in April 2013.

Fiji FJI801 “Strengthened institutional capacity of employers’ organisations.”

Ind	MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
9.2	2	1. The Fiji Commerce and Employers Federation (FCEF) established an Industrial Relations (IR) unit, identified as the most needed service within FCEF’s 2010-2013 strategic plan. The unit assists members on industrial relations issues, in particular mediation service and the Employment Relations Promulgation (ERP). A full time advisor was recruited who carries out advocacy roles related to IR. 2. FCEF expanded its training services through: the release of ‘An Employers’ Guide for Collective Bargaining’ and provision of an introductory training for both employers and workers; the offer of a new training course on Change Management, addressing how member companies can effectively adapt to the changing business environment. 3. In order to promote gender equality in the workplace and women entrepreneurship in Fiji, the Federation launched FCEF’s Women Entrepreneurs and Business Council. As part of the Council’s establishment, a national gender survey was undertaken and a report produced to enhance understanding of the situation of women in management. “An Employers’ Guide to Gender Equality” was also published and launched, along with two introductory trainings. 4. An FCEF publication Employers’ guide on eliminating child labour was produced to provide employers in Fiji with guidelines to combatting child labour in the workplace. The development of the guide was publicized at the FCEF’s Top Executive Council (TOPEX), attended by FCEF and the government. Two training workshops were also delivered by FCEF to 50 FCEF corporate members based on the newly developed guide.	1. ILO provided technical and financial support for the preparation of the IR unit’s first publication, “An employers’ guide to employment relations in Fiji”; development of an IR portal in FCEF’s website; promotional road shows in Suva and West Fiji to introduce the IR unit; hiring process of an IR officer; and official launch of the new IR service. 2a. The ILO provided technical support for localizing the generic ACT/EMP Collective Bargaining Guide to include the specificities of Fijian legislation and best practices, and helped final validation and launch of the product. 2b. ILO provided technical support and training through the ITC on Change Management for Public and Private-Sector Institution. 3. ILO provided technical support in establishing the Women’s Council, for the training workshops, in carrying out the gender survey (100 responses), in reviewing the draft guide and in designing the training material for the TOT. 4. Using a generic ACT/EMP guide on “Eliminating Child Labour-Guides for Employers”, the ILO supported the localization process of this product.
9.3	1	1. FCEF produced an analytical report and developed employers’ positions on the amendment to the Employment Relations Promulgation (ERP), 2007. Coming into two years of enforcement, both employers and workers sought amendments to the ERP. This process deepened the level and depth of FCEF’s advocacy and lobbying function and allowed the Federation to submit the employers’ recommendations to the Employment Relations Advisory Board. 2. FCEF’s mid-term objective is to enhance its capacity to collect membership information and strengthen its advocacy capacity by establishing a research and survey unit within the Federation. As an interim process to reach this goal, FCEF conducted two surveys on IR-related topics: (1) Collective agreements and terms and conditions of employment and (2) salary and fringe benefits. Both surveys contributed towards building FCEF’s policy portfolio with evidence-based information. The survey results were formulated into two policy papers.	1. The ILO organized and delivered two workshops in Suva and Nadi to gather the views and inputs of FCEF members in relations to the application of the ERP. The discussions from the workshop served as inputs and basis of policy recommendations in FCEF’s position paper as well as into the lobbying strategy for the proposed amendments to the ERP. 2. In the previous biennium, the ILO supported an EO2EO attachment for FCEF to visit Malaysian Employers’ Federation where a separate research and information unit exists to support the organization’s advocacy agenda. The visit prompted FCEF to establish a similar function within the Secretariat. In the current biennium, ILO provided technical assistance and advice to set up a research and survey unit and provided technical guidance on the two surveys, including on the survey design and policy paper development.
Use of Norwegian funds in support of the result			
Norwegian funding contributed to the establishment of an Industrial Relations unit in FCEF, the development of training material and training service on Collective Bargaining and <i>indirectly</i> towards the child labour activities as the ACT/EMP guide on “<i>Eliminating Child Labour-Guides for Employers</i>” was initially funded by Norway under an earlier Partnership Agreement. The latter is a good example of the value and sustainability of developing relevant information and awareness raising materials for employers. The Norway funding has thus contributed to the overall results of enhancing the service provision of the employers’ organization and strengthening the organization’s institutional capacity. Fiji was selected for funding because it was initially also selected by the ACTRAV under the Norwegian Partnership funding. Focus has consequently been on promoting social dialogue.			

India IND801 “Strengthened institutional capacity of employers’ organisations.”

Ind	MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
9.2	2	1. The Standing Conference of Public Sector Enterprises (SCOPE) of India expanded the scope of its services to members to include the Right to Information (RTI) Law. Based on a study, a manual on the operation of the law with sample templates for employers was developed. SCOPE now provides an advisory service to members on handling RTI applications based on the manual. 2. The All India Organisation of Employers (AIOE) and the Employers Federation of India (EFI) have expanded their training service capacity by developing 28 trainers, to conduct ILO SIYB training. The AIOE has conducted 3 training programmes in selected districts through which 400 have been trained.	1. The ILO provided technical and financial support in identifying areas for expansion of services and methods of service delivery, and for the study and preparation of the manual. 2. The ILO provided financial and technical support in training AIOE and EFI nominees under SIYB TOT and for the roll-out of the SIYB programmes.
9.3	2	The Standing Conference of Public Sector Enterprises (SCOPE) of India carried out a study on the Right to Information Law. Based on the study, a manual on the operation of the Law was developed as guidance for members. The study also identified concerns of members in relation to the implementation of the Law which were presented, along with SCOPE recommendations for action to the relevant Government authorities at a special session held with the Chief Information Commissioner (CIC). The recommendations covered areas pertaining to procedural issues, Business related disclosures and areas for exemption from the Act. The CIC is considering the SCOPE recommendations under a review of the RTI Act.	The ILO provided technical assistance in identifying areas for expansion of services and methods of service delivery and lobbying and financial assistance for the study and preparation of the manual.
Use of Norwegian funds in support of the result			
Norwegian funding has contributed towards the establishment of a training unit with the secretariat of the Employers Federation of India (EFI). A consultant and a training coordinator were hired by the EFI in 2013. Draft training materials for the conduct of pilot training programmes were submitted but need to be further revised. Unfortunately the EFI, in the context of exigencies of day-to-day operations, has been unable to deliver in accordance with the original work plan set for 2013. A revised work plan has now been agreed upon with the EFI for completion of activities in 2014.			

Laos PDR/LAO251 “Enhanced capacity of Lao National Chamber of Commerce and Industry (LNCCI).”

Ind	MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
9.3	2	The Laotian labour code underwent a substantive revision during the biennium. LNCCI took the lead in the business community during the drafting phase and was part of the tripartite processes which reviewed the proposed amendments to the code. Through the submission of detailed arguments and counter proposals, which were coordinated on behalf of the business community by LNCCI, LNCCI was able to influence the code and ensure that final legislation took account of the competitiveness concerns of the business community and the wider employer perspective.	ILO supported a consultation meeting for employers to review the draft Labour Law of the Lao PDR in February 2012 and provided advice and a technical report that could be utilised by LNCCI in their advocacy efforts. As the legislative process developed the ILO supported a second technical comparative report that LNCCI presented to a cross section of Ministries and other stakeholders, at a workshop organized by the ILO, in advance of final decisions on the legislation by cabinet.
Use of Norwegian funds in support of the result			
Norwegian funding supported an assessment study on employer perspectives with regard to the labour law reform process in Laos, outlining the trade-offs and implications in terms of unit labour cost and competitiveness and in the context of AEC 2015, of some of the proposed amendments to the labour code. The study included a comparison of Employment Protection Regulation in the region and a review of the social security draft law so as to identify any areas of inconsistency and/or duplication; and identify any inconsistencies and/or inaccuracies in the proposed amendments. Consultations were also conducted with the trade unions and the Ministries of Labour, Justice and Commerce.			

Nepal NLP801 “Improved capacity of the employers contributes to effective DWCP implementation at country level.”

Ind	MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
9.1	1	The Employers Council of The Federation of Nepal Chambers of Commerce and Industry (FNCCI-EC) developed a strategic plan for the period 2012-15. The plan identifies the organisational vision, mission and strategic objectives and was adopted by the FNCCI management board.	The ILO provided financial and technical assistance in developing the strategic plan..
	2	A programme for capacity development of FNCCI Managers and staff in line with strategic objectives was implemented. Staff capacity was developed through training on social dialogue to achieve the strategic objective of establishing a bipartite forum for dialogue, through training on labour standards, and by facilitating the expansion of Employers Council network through region based activities.	The ILO provided financial and technical assistance and training on social dialogue for staff in FNCCI head office and the regions and ILS training at ILO ITC.
9.2	2	The FNCCI expanded its training service and promotion of social dialogue by developing a training manual on social dialogue. A TOT was conducted for 20 FNCCI representatives and a training programme on social dialogue is now offered by the FNCCI through its training unit.	ILO provided financial and technical assistance in preparation of the training manual and the TOT.

Use of Norwegian funds in support of the result

Norwegian funding contributed to:

1. Social Dialogue training programmes for a total of 124 employers (men and women) in 4 districts of Nepal;
2. Setting up and ensuring the smooth running of a Training Unit in the national employers' organization, FNCCI; this is now fully self-financed through tuition fees;
3. A 2-day Strategic Planning session for the FNCCI; and
4. Collaboration on dissemination of Gender Policy Guidelines for employers.

Gender mainstreaming the Partnership

To build critical mass of resources for gender mainstreaming, the ILO Bureau of Gender Equality (GENDER) concentrated its effort in countries where two or more CPOs were being funded under the Norway-ILO Partnership Programme. This includes Nepal where the employers' organizations programme was implemented together with GENDER to make sure that gender was embedded in all phases.

The Federation of Nepalese Chambers of Commerce and Industry (FNCCI) conducted a number of training events for their members on gender equality, including sexual harassment, based on the baseline study carried out in 2012 with ILO assistance.

With ILO assistance, FNCCI developed a gender policy, and a training manual on gender equality. Training workshops were conducted with local chambers of commerce at district level.

FNCCI has created a gender committee, has developed a gender friendly Human Resources (HR) Policy and devised a gender sensitive communication strategy

Not reported in ILO's Programme and Implementation Report 2012-13

In Moldova, the ILO worked with Norwegian funds towards attaining results as per the measurement criteria for Indicator 9.2.

	Country Programme Outcome	Progress
Moldova	MDA801 “institutional capacity of employers' organisations”	• With the aim of enhancing social dialogue for better governance of the labour market, six local employers' organizations were set up and officially registered in the districts of Hincesti, Edinet, Cahul, Soroca, Causeni and Balti, and the existing organization in Cimislia was revitalized. Two of the founders of the newly established employers' organizations are women entrepreneurs. • More than 120 employers (around 25% women) participated in training courses on how to set up an employers' organization and workshops on social dialogue and collective bargaining. Studies on employers and their enterprises were conducted in Soroca, Cimislia and Causeni districts. Around 140 employers (around 25% women) have also been trained during the round-table meetings and workshops on good governance of employers' organizations, improving social dialogue between employers and local authorities, effective strategies for collective bargaining among others. Information materials for employers on social dialogue were developed, including guides and brochures. • ILO provided financial and technical support in the establishment of the local EOs, the development of training and advocacy materials, the round-table meetings and training workshops. • The key outputs were the local employers' organizations that were established with ILO support in seven districts of Moldova. As the expansion to additional districts was a continuation of an intervention in 2010-2011, it was not reported in the PIR as a result. However, Moldova had been selected by both ACTRAV and ACT/EMP for interventions aimed at strengthening the “Territorial Commissions on Collective Bargaining – TCCB”. Under the first phase a joint web-based platform was developed.

Regional activities

In **Southern Africa**, the Southern African Development Community (SADC) protocols and legal codes were mapped and analysed to inform the social partners, SPSF (SADC Private Sector Forum) and SATUCC (South Africa Trade Union Coordinating Council) to help influencing policy discussions at the level of the SADC Ministers of Labour, Employment and Social Partners Committee and for monitoring by employers and workers organizations at the country level. Also, an assessment report, which was a response to the understanding of how employers and trade unions influence and participate in the SADC policy framework, was adopted by the Bipartite Forum. Finally, country action plans were formulated for monitoring and evaluation of the implementation of the protocols.



The ILO contributed financially and technically towards the assessment study of the SADC protocols; the conducting of the bipartite Social Dialogue workshop; and advice in preparing the country action plans for monitoring and evaluation of the implementation of the protocols for engagement with national governments. The initiative was organized in cooperation with ACTRAV. Norwegian funding was used for the mapping of SADC protocols, the validation workshop of the draft report on SADC Protocols, printing of the final report and the bipartite Social Dialogue workshop.

In the **Eastern European and Central Asian region**, with support from ILO-Moscow, ACT/EMP and ITC Turin, the capacity of employers' organizations within the Commonwealth of Independent States (CIS) was strengthened through technical and advisory services aimed at improving their management structures and practices, their membership service delivery, adding value to their members, and reinforcing capacity to influence policy through advocacy and social dialogue on issues of importance to their member (SM0801 "*Strengthened institutional capacity of employers' organizations*"). Norwegian funding was used to support the regional training workshop in St Petersburg, which was a joint effort between ACT/EMP, ITC and the ILO Moscow Office. The objective was to assist employers' organizations in setting up and strengthening their advisory services in the **area of labour law, industrial relations and human resources**. Employer representatives from 11 CIS countries took part in the 3-day training at the end of 2013. As a result of the training, employers' organizations developed draft Action Plans which will be reviewed and monitored in 2014.

In addition, a workshop for CIS countries was organized in cooperation with ACTRAV and IDIALOGUE, in which national tripartite social dialogue institutions were examined and national Action Plans were formulated to strengthen national social dialogue institutions. The workshop provided materials, methodology and best practices which facilitate the delivery of knowledge-sharing and training activities at the country level. Norwegian funding secured the participation costs of workers' and employers' representatives.

In the **Eastern and Central European region**, employers' organizations in four countries (Serbia, Bosnia & Herzegovina, Montenegro and FYR Macedonia) have expanded their knowledge of the content of relevant EU Directives and have gained a better understanding of the practical application in domestic legislation. Norwegian funding contributed towards the regional workshop.

Finally, in the **Asia and Pacific region**, employers' organizations were prepared for the integration process in the ASEAN Economic Community. The aim was to strengthen the policy influence of the regional Asian Confederation of Employers (ACE). Two policy papers were developed on: (1) key labour and social challenges and opportunities and the way forward for a successful 2015 ASEAN integration and (b) issues and challenges faced by employers in the effective governance of labour migration in ASEAN. The papers were adopted by ACE and agreement was reached to link advocacy efforts to the issues identified in the two papers.

Norwegian funding contributed towards the development of the policy papers and the ACE Strategic Meeting in Singapore, as well as the preparatory work for the High-Level meeting in Bali (November 2013) and the draft report on the Road to ASEAN Economic Community 2015. The ILO regional office for Asia-Pacific complemented with funds for the High-Level Meeting. The overall aim was to share information and deepen knowledge on changes in the labour markets, employment patterns, skills and mobility issues and the role of employers' organizations in the region. Discussions will form the basis for a set of recommendations to be taken forward by ACE as an input into the on-going policy processes guiding ASEAN integration.

Global Products

The global initiative ***“Women in business and management (WIBM): fostering female talent”*** identifies strategies on how employers can make the business case for promoting greater gender equality and diversity at the workplace and reach out to women entrepreneurs. A series of 5 regional workshops were held involving employers and business representatives from a total of 53 countries to share experiences and document good practices which have fed into the global report on women in business and management. Norwegian funding contributed to the realisation of the research, the global report and the advocacy material. It also contributed towards the 5 regional workshops (Beirut, Lima, Kiev, Bangkok and Johannesburg) that brought together representatives from employers and private sector organizations, businesses and international experts on gender. At the country-level, all participating employers' organizations were tasked with preparing a national survey on women in management prior to the workshop. This contributed to increased knowledge and understanding of challenges employer organizations face with regard to the issues facing women in business and management.



Regional workshops in Lima and Johannesburg

"The training materials developed under ***“Greening Economies, Enterprises and Jobs: The Role of Employers Organizations in the promotion of environmentally sustainable economies and enterprises”*** will improve the understanding of employers' organizations towards the policy implications of current debates on environment, growth and development, to strengthen their ability to contribute to national policy debates, improve their capacity to advocate fact-based policy positions in the “green area” and develop sustainable services to company members in the environmental area.

In November 2013, a validation workshop was held in Turin at an inter-regional level for representatives of 14 employers' organizations were invited. They participated in the workshop and provided inputs to improve the draft training module. In 2014, a publication for employers' organizations will be produced based on the finalized training package. The publication and roll-out of training package are relevant in light of Rio+20, highlighting the importance of the issue and its impact on the world of work. The delivery of the training package and publication will contribute to achievement of Outcome indicators 9.2 and 9.3 in 2014-15, involving development of new or improved membership services and increased capacity for employers' organizations to influence the policy environment. The development of the training package and the validation workshop were the result of a joint effort between ACT/EMP, ITC Turin, and the ILO Green Jobs Programme. Norwegian funding has enabled the pooling of financial resources and technical expertise from the Green Jobs Programme, ITC and ACT/EMP. Regular Budget funds were utilised for the validation and pilot training programme.

4. Lessons learned

The *ILO Program Implementation Report 2012-13* states the following for Outcome 9:

Deepening the ILO's knowledge base on employers' organizations was identified as a priority in the biennium. The areas identified for future research and technical activities in the 2012-13 strategy were confirmed including workplace organization, new skills needs, broadened policy approaches and leadership. This led to a focus on the emerging issues and transforming trends that business needs to manage in the coming decade, global business leadership and the role of employers' organizations, adapting organizational models to new reality and enhancing the value proposition of employers in a changing environment.

A second priority in 2012-13 was strengthening the capacity of employers' organizations. The capacity development of organizations requires a long-term engagement based on demand-driven programmes that ensure buy-in, ownership and commitment of employers' organizations. Prioritization, focus and critical mass will continue to be essential components of an effective ILO strategy to support sustainable results

The results achieved against targets this biennium were similar to the number of targets achieved against the outcome's indicators in 2010-11. Although the number of targets slightly increased in 2012-13, in both biennia results achieved under 9.2 and 9.3 significantly surpassed targets. This shows that the outcome's target-setting practices need further refinement and adjustment to more accurately reflect the number of anticipated results based on past performance. The strong results under 9.2 confirm that the development of membership services continues to meet the priority needs of employers' organizations. Strong results under 9.3 are linked to the continued application of the ILO's Enabling Environment for Sustainable Enterprises toolkit and availability of extra budgetary resources.

Outcome 10 Workers have strong, independent and representative organizations

During 2012-13, Norwegian funding contributed directly to **4 out of 39 national workers' organizations** for which the ILO reported biennial results under **Indicator 10.1: Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes.**

Norwegian funding contributed also directly to **2 out of 10 national workers' organizations** for which the ILO reported biennial results under **Indicator 10.2: Number of workers' organizations that, with ILO support, achieve greater respect for fundamental workers' rights and international labour standards through their participation in policy discussions at national, regional or international levels.**

1. Outcome strategy

Outcome 10 aims at contributing to strong, independent and representative workers' organizations. The outcome strategy is designed to be a stepping stone towards integrating workers' organizations' priorities into the other ILO Outcomes. Furthermore, it aims to work closely with the labour movement to align the implementation of the Outcome with the agendas of trade unions across the world. Hence, it is based on the simple principles of allowing ILO to assist trade unions in their key needs and priorities.

It highlights capacity building on core trade union issues as essential for workers to have strong, independent and representative organizations. Capacity building includes not only training activities but also strengthening of trade union networks and platforms as well as the development and implementation of tools and research to assist unions in their work. Outcome 10 identifies some key areas in which the ILO should assist workers, such as:

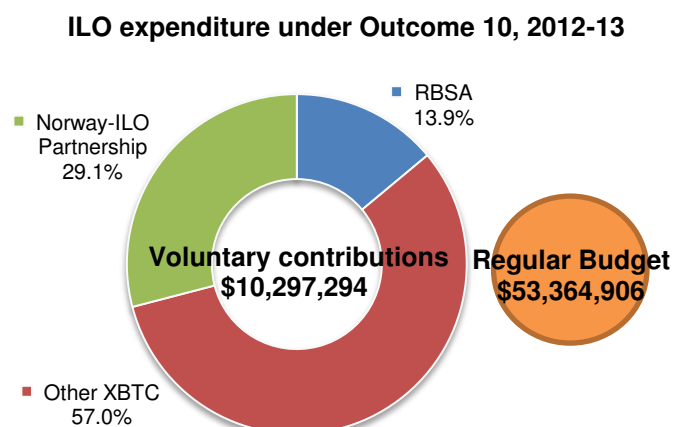
1. International Labour Standards, including capacity development towards promotion of ratification and implementation of ILO Conventions, in particular those relating to freedom of association and collective bargaining;
2. Trade union crises response, including work on wages and social security; and
3. Strengthening trade union participation in Decent Work Country Programmes, including strengthened cooperation among national and international trade union organizations.

All three focus areas include special considerations towards gender equality.

The Norwegian funded Programme was an integrated part of ILO's Bureau for Workers' Activities (ACTRAV) overall strategies and work plans. Rather than functioning as a separate entity, the Programme implemented activities and created impact as an integral part of the ILO's Outcome 10. The direct beneficiaries were workers' organizations at national, regional and global levels. The ultimate beneficiaries of stronger trade unions are workers in the target countries as the unions contribute to a positive economic, social and sustainable development and social justice. The programme also contributed to creating synergies across the Office through cooperation with other units in the ILO, in particular with the ILO's Bureau for Employers' Activities (ACT/EMP). As well as strengthening the trade unions through separate activities, the Programme (in cooperation with ACT/EMP) also implemented joint bipartite activities with employers.

2. Norway's contribution to Outcome 10

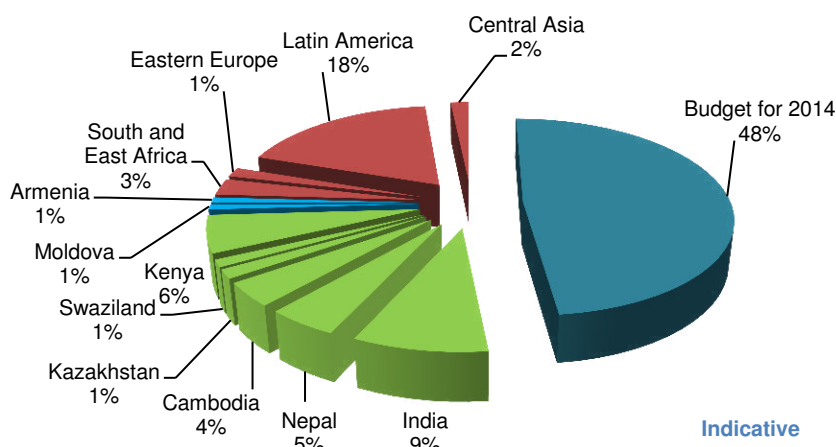
In 2012-13, the ILO spent **US\$ 63,662,200** in support of Outcome 10. Of this amount, US\$ 53,364,906 was provided through the Regular Budget (RB), US\$ 1,436,029 through the fully unearmarked Regular Budget Supplementary Account (RBSA) and US\$ 8,861,265 through earmarked Extra-Budgetary Technical Cooperation (XBTC)⁵. Norway's contribution of **US\$ 4,460,456** is recorded under XBTC and amounts to **29.1%** of ILO expenditures on Outcome 10 in 2012-13 (voluntary contributions). Norwegian funding was by far the biggest voluntary contribution to the Outcome.



⁵ Source : [Programme Implementation Report 2012-13](#), p.17

These resources provided by Norway were utilized to support **8 Country Programme Outcomes (CPOs)** and **sub-regional activities** in 2012-13. Outcome 10 received an additional allocation in 2013 from the Government of Norway, which is programmed for 2014.

Allocation of the Norwegian contribution



In general, countries were selected for Norwegian funding based on the needs of the constituency, alignment with Outcome 10, country-level cooperation with the Bureau for Employers' Activities (ACT/EMP) and joint interventions on enhancing social dialogue. In addition, **India** has been a target country for some years. Through previous phases of the Programme, the trade union movement has developed a well-functioning modus operandi to fight for the ratification and implementation of ILO Conventions on enabling rights. The design that has previously worked well in the state of Tamil Nadu was the basis of an expansion into six other states, as well as a further focus on activities at national level. In other words, the Programme design was built on lessons learned in previous phases. **Nepal** is still a country in transition towards a fully functional democracy. As a new labour law is being drafted, there was a window of opportunity for the labour movement to work towards the common goal of ensuring workers' rights under the new legal framework. As with India, the activities benefitted from lessons learned in previous phases, and build on the same trade union structures as utilized in the past. In **Kenya**, an opportunity presented itself when the Government showed a willingness to look into the right of police workers to join a trade union. As ACTRAV saw the prospect of creating real change in line with the core ILO mandate, the Programme focussed on this opportunity in Kenya.

3. Norway's contribution to ILO's biennial results 2012-13

Results under Outcome 10 are measured through a set of indicators outlined in the ILO [Strategic Policy Framework 2010-15](#).

Outcome 10 Indicators	Target by 2015	Results by 2013*
10.1 Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes	70	69
10.2 Number of workers' organizations that, with ILO support, achieve greater respect for fundamental workers' rights and international labour standards through their participation in policy discussions at national, regional or international levels	50	44

*Cumulative total results from two biennia (2010-11 and 2012-13).

Results achieved in 2012-13

Norway's contribution under Outcome 10 was programmed to support progress towards achieving **Indicator 10.1**, which aims at integrating the Decent Work Agenda in the strategic planning and training programmes of national workers' organizations. To be counted as reportable, results must meet the following **measurement criteria (MC)**:

1. The strategic planning and training programmes cover one or more of the following areas: international labour standards and trade union rights, social dialogue, poverty reduction, wages, employment relations, child labour, migrants, gender equality, employment, social security, informal economy, OSH, HIV/AIDS at the workplace, labour inspection, EPZs, green decent jobs.

2. The planning and training programmes include one or more of the following: ILO Declaration on Fundamental Principles and Rights at Work, Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Global Employment Agenda, ILO Declaration on Social Justice for a Fair Globalization.

Under this Indicator, 39 national workers' organizations achieved a result in 2012-13. From these, the following 4 countries received Norwegian funding.

Nepal CPO NLP802 "Strengthened institutional capacity of workers' organizations."

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Strategic plan formulated and adopted by three major Trade Unions (Nepal Trade Union Congress- Independent (NTUC-I), All Nepal Federation of Trade Unions (ANTUF), and General Federation of Nepalese Trade Unions (GEFONT) Their strategic plan covers the following areas: - social security - informal economy - international labour standards and trade union rights - migrants - gender equality The strategic plan guides the overall ILO support and implementation of trade union activities in Nepal. Some elements of the plan were used by the unions in the formulation of the current DWCP of Nepal.	-Technical support to generate input from its members for the formulation of the strategic plan under an ILO Norway project; -ILO facilitated the whole strategic planning exercise.
2	The three major Trade Unions (NTUC-I, GEFONT and ANTUF) have mainstreamed ILO Declaration on Fundamental Principles and Rights at Work into the training programmes for their members. As per their mainstreaming strategy they have started dedicating a session on Fundamental Principal and Rights in every training program and workshop/seminar to be organised by them for their members. Trade union educators have also been trained to carry out training for members on said topic.	-Technical support to design and execute the training programmes. Trainers' training and support for training are integral part of the overall ILO support; - ILO support provided to translate training materials for organising informal economy workers.

Use of Norwegian funds in support of the result

A major impact of the Programme over the last years was to assist in bringing the different trade unions with links to different sides in the recent civil war, into one trade union fold. While addressing workers' rights, trade union education and the informal economy, the work allowing trade unions with different political background to come together with one voice has been important for the democratic process in Nepal. The inclusion of the maoist trade union in the Programme implementation and the common platform is a key achievement in this regard.

The Programme supported the three major trade unions in developing their human resources to protect and advocate for workers' rights. The three unions have strengthened the capacity of their education departments and, more importantly, are linking the education activities as tools to organize the workers that are not organized; special efforts were given to cover workers in the informal economy. The progress of ANTUF leaders, who were relatively new to the national trade union work, in forming their education department and mobilizing the trainers for local level education programmes should be highlighted as particularly important. The participation of ANTUF leaders and their inputs given in a joint conference of Trade Union Educators held in 2013, unveils the progress of allowing this union to become a part of the mainstream trade union movement, for which the Norwegian funding in 2012-13 was a key resource.

With regards to organizing, and with a particular focus on informal economy workers, the Programme assisted in the formation of unions and organizing workers in the informal economy. Unions of domestic workers, home-based workers, street vendors, barbers and beauticians were formed and are gradually being expanded. Protecting domestic migrant workers and raising voices for ratification of ILO Conventions 189 and 177 took significant momentum. Technical inputs were given to union leaders through workshops and by producing educational materials (manuals and booklets) for organizing informal economy workers. In 2014, the Programme will continue these activities in collaboration with other ILO projects (Migrants and Way out of Informality).

Gender mainstreaming the Partnership

To build critical mass of resources for gender mainstreaming, the ILO Bureau of Gender Equality (GENDER) concentrated its effort in countries where two or more CPOs were being funded under the Norway-ILO Partnership Programme. This includes Nepal where the workers' organizations programme was implemented together with GENDER to make sure that gender was embedded in all phases.

The ILO assisted the General Federation of Nepalese Trade Unions (GEFONT) to conduct a participatory gender audit leading to a revision of their gender equality policy, including policies on sexual harassment and gender based violence. A gender committee has been established to oversee implementation.

ILO assisted GEFONT to conduct training on gender equality to 45 (mainly women) members.

A national conference was organized on gender sensitization on the occasion of International Women's Day in 2013.

With ILO support, the All Nepal Federation of Trade Unions (ANTUF) has reformulated their women's department into a national women's committee comprising 25 women members. They have also reformed five regional women committees,, and developed a five year (2013-17) strategic plan of action to promote sender equality.

With ILO support, the Nepal Trade Union Congress (NTUC) conducted training for their members to sensitize them on gender equality and promote gender mainstreaming and have developed a gender equality policy.

Cambodia CPO KHM131 *"Professional and technical capacities of workers' organizations strengthened."*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Trade unions developed Minimum wage strategy: -Adopted in February 2013. Success in tripartite negotiation (Mar 2013) for an increase of the MW to US\$80 from US\$61 (excluding \$5 for medical allowance); -Gender equality action plan: Adopted by seven union confederations (Feb 2013). Some 30 workplace trainings conducted (Mar-Jun 2013); -Employment strategy: Trade unions actively engaged and provided inputs in the development of a national employment strategy in 2013; -Cambodian Informal Economy Coordination Council (CIECC): Formed by four unions (Oct 2012). It promotes education and advocacy and launches a reach out campaign; -Action plan on protection of migrant workers (2012-15): Adopted by four confederations: Cambodia Confederation of Trade Unions (CCTU), Cambodia Labour Confederation (CLC), Cambodia Confederation Unions (CCU) and National Union Alliance Chamber of Cambodia (NACC).	-Forums on wages, including People's Tribunal on minimum living wages (Feb 2012); -National Workshop on the Role of Trade Union in Minimum Wage Setting (Apr 2012); -National Consultation Workshop for Wage Setting Mechanism (Feb 2013); -Study on the role of trade unions in Minimum Wage setting (early 2012); -National Union Workshop on Inter Trade Union Policy on Gender (Mar 2013); -Tripartite forums on employment with active participation of union representatives; -A number of national regional forums on FDC (2012 and 2013); -Training to the members of the CIECC (Nov 2012) to strengthen its leadership and develop an action plan; -ILO GMS Triangle project supported the unions to implement their action plan^A.
2	Labour rights: -Trade unions used ILO supervisory mechanisms to improve labour standards in the country. The June 2013 ILC CAS discussed the violation of C87 in Cambodia and recommended the government to amend certain legislative texts to guarantee the full application of the Convention; -International labour standards: Labour right Radio Programme broadcasted (May 2012-Jul 2013) in partnership with "Radio Voice of Democracy". It discussed on FOA and CB, gender issues, application of minimum wages, protection of migrant workers, labour law, role of trade unions, etc. It interviewed more than 100 guest speakers.	-Training to 30 key union leaders to monitor the violation of labour rights at workplace (Nov 2012); -ILO manual on Freedom of Association translated into Khmer and published (Jul 2013); -ILO Project on Trade Union for Social Justice, funded by the government of Norway, constantly promotes international labour standards in the country.

Use of Norwegian funds in support of the result

After the Programme's withdrawal from Cambodia in 2013, the space for constructive social dialogue rapidly deteriorated. The situation at the time of writing is particularly bad in the garment sector with violent industrial dispute over rights, working conditions and salaries.

While refraining from counterfactual statements on what impact the Programme may have had if it were continued in Cambodia, it should be noted that the progress reported below, is progress made up to its discontinuation, well before the country slipped into the on-going unrest.

As a result of the Programme activities, trade union leaders are well equipped with theoretical and practical knowledge on strategic labour issues. As a result, they provided constructive inputs in national discussions on the national employment strategy, the social security extension, and the draft Trade Union Law. Furthermore, thanks to the improved knowledge of the union leaders, the number of genuine collective bargaining agreements has increased.

In Cambodia, trade union proliferation is a major problem. The ACTRAV strategy, largely Norwegian funded, was mainly to work with the national confederations and strengthen their leadership and organisational capacity to consolidate the labour movement under the umbrella of the confederations. As a result, the leadership and structure of the national confederations are stronger and they were recognised as dialogue partners by the government and the employers. A number of joint trade union statements were adopted at the workshops and seminars supported by the Programme, which include, notably, statements related to the minimum wage, fixed-term employment contracts, and the draft Trade Union Law. All trade unions joined hands in negotiation on the minimum wage increase in the Labour Advisory Committee in early 2013 and succeeded in increasing it from US\$60 to 80 per month.

In addition, Norwegian funding supported the training of unions to engage in national tripartite dialogue on labour policy and legislation, providing better services to union members and advocating for minimum wage increase.

A labour radio program was also launched in partnership with the Cambodian Centre for Independent Media (CCIM) from April to July 2013. It advocated for trade unions on workers' rights and increased knowledge on their relevance. The radio programme, titled "A Good Choice" had around 100,000 listeners.

Finally, the Programme funded the translation of *"Freedom of association - Digest of decisions and principles of the Freedom of Association Committee of the Governing Body of the ILO"* and *"Trade Union Manual for Organizing Informal Economy Workers"* into Khmer as well as the printing of these documents. The publication activity helped union leaders to better understand the application of the clauses of ILO Convention 87 and organising skills. The Programme also financed *"A baseline survey on the working conditions of women workers in beer promotion"* and *"A Union Position paper on the draft Law on Trade Union in Cambodia"*

Gender mainstreaming the Partnership ♀

To build critical mass of resources for gender mainstreaming, the ILO Bureau of Gender Equality (GENDER) concentrated its effort in countries where two or more CPOs were being funded under the Norway-ILO Partnership Programme. This includes Cambodia where the workers' organizations programme was implemented together with GENDER to make sure that gender was embedded in all phases.

Through 8 different training sessions over 200 workers (beer promoters, restaurant workers, etc.) were trained on various topics such as organizing skills, gender equality, women workers, rights, etc.

A Training of Trainers on gender equality for trade union gender focal points was organized for a total of 22 participants (12 women and 10 men), following which total of 81 training workshops on gender issues were organized by various trade unions (CATU, CCTU, CNCLP, NIFTUC, CLC, FTUWKC, and NACC) reaching 2074 workers (624 men, 1443 women, and 6 transgender workers).

At least 800 women and men workers raised their awareness on gender and non-discrimination issues such as sexual harassment and women workers' rights and health issues by CBCA.

A National Workshop on Strengthening the Role of Women's Committees in Trade Unions for the Promotion of Gender Equality at Work was attended by 58 union leaders (48 women and 10 men) belonging to eight federations and confederations.

A workshop on improving Women's Participation in the Trade Union Movement and Promoting Gender Equality in the Workplace was attended by a total of 88 participants (54 women and 34 men), representing 10 trade union confederations and 26 trade unions.

Swaziland CPO SWZ802 “Workers’ organizations promote worker rights through participation in policy dialogue.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	-The Trade Union Congress of Swaziland (TUCOSWA) developed its Strategic Plan for the period 2012-2016. The Strategic Plan is anchored in the Decent Work Agenda, seeking to promote the effective participation of unions in tripartite social dialogue on economic and political issues affecting the country, defending workers' rights in the face of an absolute monarchy, advocacy for a living wage, informal economy, promoting employment and international labour standards; -The plan was developed after the merger of two national trade union centres and the national teachers union in March 2012 and the adoption of resolutions guiding its development; -A training programme has been developed.	-Technical support for convening the founding of the TUCOSWA (Mar 2012); -Technical support for the convening of the TUCOSWA Strategy Workshop (Manzini, May 2012).
2	The strategic plan and training programme is focussed on the promotion of international labour standards anchored in the ILO Declaration on Fundamental Principles and Right at work and the Declaration on Social Justice for a Fair Globalization.	-Technical support for the development and the implementation of the training workshop on international labour standards.

Use of Norwegian funds in support of the result

The Trade Union Congress of Swaziland (TUCOSWA) was formed on the 11th March 2012, as a result of the merger of the Swaziland Federation of Trade Unions (SFTU), Swaziland Federation of Labour (SFL) and it was, subsequently, joined by the Swaziland National Association Teachers (SNAT). For Swaziland trade unionists, the merger was seen as unifying common ground. On 1st April 2012, a few months after the founding Congress of TUCOSWA, the Government of the Swaziland deregistered TUCOSWA on the basis that the laws of the country did not make provision for registration of trade union federations. The hostile response to the merger from government, stimulated by a resolution at the inaugural congress to boycott the then upcoming elections, led to the legally questionable decision by government to deregister the organization. The deregistration issue hampered the organisation as it drew much of the capacity away from programme implementation and service delivery to members.

Within the context of TUCOSWA deregistration and the resultant uncertainty about the future of the new federation, the Norwegian Programme supported documenting the history and struggles of workers in Swaziland, which helped to keep workers in Swaziland strong and united as the research process was highly participatory and served to remind workers of how far they had come, in terms of economic, political and other motivations behind the formation of trade unions, the key milestones achieved by trade union movement in the past 52 years and the role played by past and present trade union leaders in these struggles. The book entitled “*Celebrating 52 years of Unbroken Workers’ Struggles in Swaziland- Our History our Struggle*” is an instrumental tool in education and capacity building efforts of new entrants into the labour movement as it helps to boost induction into trade unionism. A key output of the intervention is the identification of lessons learnt from the history of union struggles and how these lessons will be useful for planning and strategizing by the current and future labour union activists.

Swaziland is a priority country under Outcome 10 because of the dire situation of human rights in the country. The Government interference in the trade union movement is well documented, and as a response, the trade unions merged in one, more powerful, federation. ACTRAV, with Norwegian funding, supported this process as it unfolded.

Kenya CPO KEN802 “Strengthened institutional capacity of workers’ organizations.”

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	- Industrial Court ruling (Jun 2013) endorsed the establishment of the Kenya Police Union; -Training programme for national trade union leaders, including interim police force representatives, on police-management relations, social dialogue and fundamental principles and rights at work. The training was also attended by industrial court justices and employers' representatives.	-Technical support in training the constituents and their relevant sectoral organs, including the Industrial Court Judges, on the principles of freedom of association and collective bargaining. This contributed to the understanding of international norms Kenya has subscribed to and consequently prompting rights holders to follow due process in claiming rights and duty bearers ruling in their favour - Technical support for convening the founding of the TUCOSWA (Mar 2012); -Technical support for the convening of the TUCOSWA Strategy Workshop (Manzini, May 2012).
2	Through court litigations and use of ILO jurisprudence and International Labour Standards, including Conventions No. 87, 98, 151 and 154, all allow ratifying member states to determine through laws and regulations the extent to which their guarantees will apply to the police.	- Technical support in training -Study visits to South Africa and Norway.

Use of Norwegian funds in support of the result

The Norwegian funding was the main source of funds for the contribution under both measurements criteria.

Jointly with the support of the Norwegian Police Union, the Project activities resulted in the extension of workers’ rights to the Kenyan police. The cooperation between ACTRAV and the Norwegian Police Union proved very important for the achievements, and future partnerships with unions from Norway and unions in the south will be looked into for the 2014-15 implementation under Outcome 10.

Norway's contribution under Outcome 10 was also programmed to support progress towards achieving **Indicator 10.2**, which aims greater respect for fundamental rights and international labour standards through the participation of workers' organizations in policy discussions. To be counted as reportable, results must meet the following **measurement criteria (MC)**:

1. Workers' organizations contribute to and influence one or more of the following processes and frameworks: ILO supervisory mechanisms; national development plans; poverty reduction strategies; Decent Work Country Programmes; UNDAFs and other multilateral frameworks and institutions.
2. International labour standards are included and applied in the implementation of the abovementioned processes and frameworks.

Under this Indicator, 20 national workers' organizations achieved a result in 2012-13. From these, India and Kazakhstan received Norwegian funding.

Kazakhstan CPO KAZ802 "Workers have strong, independent and representative organizations."

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	-The Federation of Trade Unions of the Republic of Kazakhstan (FPRK) has been closely involved in the development of the new Employment Programme 2020 adopted in 2012. As part of its implementation the FPRK has developed an action plan supporting the transition from informal to formal employment; -The FPRK has developed its position in the social sphere (maternity protection, pensions); -The FPRK has been actively contributing in implementation of DWCP 2010-2012, its assessment in December 2012 and the development of priorities and outcomes for the new DWCP 2013-2015; -After the strikes in the oil sector, an Action Plan was developed by FPRK on stabilization and renewal of trade unions activities in the Western Kazakhstan and the shift from industrial actions to social dialogue. The Kazakh Labour Federation and Confederation of Free Trade Unions have started the consolidation process; cooperation agreement signed aiming at uniting the trade unions.	-Workshops on informal economy, social security, gender equality, maternity protection (benefits) (Astana, Apr 2013); -Workshop on OSH for trade unions in the NIS region (ILO/ITUC/PERC, Astana, Jun 2013); -Technical expertise (consultancy) by Lithuanian and EU experts on labour law/improvement of labour legislation; -Technical expertise in developing trade union position on maternity protection, social issues and trade union modernization issues (Astana, Jul 2013); -Tripartite meetings on DWCP monitoring, evaluation (Dec 2012) and development (Dec 2012 – Jan/Feb 2013); -The ILO is facilitating the process of consolidation of trade unions in Kazakhstan. A strategic planning workshop organized for KSPK in Almaty (Jan 2013) and expertise provided for developing and signing cooperation agreement. A uniting/ consolidating event for TUs in the oil sector, and moving to sectoral agreements (Atyrau, May 2013).
2	-Trade unions in Kazakhstan increased awareness on the international labour standards that are of special importance for strengthening social dialogue at all levels, prevention and resolution of labour disputes. Special attention was given to the promotion of the ILO Conventions 87, 98, 144; -The FPRK has been campaigning on promotion of the International Labour Standards, including informal workers; -The ILO Convention 183 was ratified in Kazakhstan, FPRK has played significant role in this process.	-Technical support in raising awareness on core labour standards, Recommendations 200 on HIV/AIDS, 202 on SPF, C188 on Fishing, C189 Domestic Work, C183 Maternity Protection, C102 on Social Security, C100 and C111 on discrimination; -Technical support in promotion of MNE Declaration, OECD guidelines were provided to the trade unions to enhance their knowledge and information to apply these frameworks towards protection of workers' rights.
Use of Norwegian funds in support of the result		
Through the Programme, ACTRAV supported the Kazakhstan Trade Union Federation in their social dialogue processes. As a result, the trade unions signed the general agreement on trade unification and the number of sectoral agreements increased. Furthermore, the membership decrease was stopped, as the trade union successfully participated in the labour disputes resolution, much needed in a country marred by industrial unrest. Moreover, the trade union, with Project support, accelerated a process of integration into international trade union movement, leading to the status of an associated member in the International Trade Union Confederation (ITUC).		

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	Workers’ Organizations participated and contributed to the following: -12th Five Year Plan (2013-17); -United Nations Development Action Framework for India (2013-17); -Recommendation to include a separate Development Goal on Full and Productive Employment including particular reference to the Social Protection Floor was incorporated in the National Consultation Report of the UN on Post “2015 Development Agenda” India. The consultation process arrived at a consensus using the ILO governance documents on Post-2015 Development Agenda; -Independent Evaluation of the Decent Work Country Programme for India (2007-12) and signed the tripartite statement for inclusion in the next cycle of Decent Work Country Programme; -The Poverty Reduction Strategy. Through the establishment of a joint platform for 11 national trade union confederations, the unions influenced the supervisory mechanism to negotiate a 10 points list of issues with the Government. The list included ratification of Convention 87 and 98 and the establishment of minimum wages and improvement in social security.	-Technical support in capacity building activities (training workshops, campaigns, information dissemination on core labour standards, promotion of membership) to actively participate in the dialogues and contribute in these important processes; -Capacity building activities on Social Protection Floor, HIV/AIDS, Domestic Work (including awareness on C189), Child Labour, Construction and Sanitation Workers with RBISA, US Department of Labour, Swedish and Special Programme Account funds; -Facilitated establishment of Joint Action Forum in Tamil Nadu for promotion of core labour standards with Norway funded project; -Facilitated establishment of Joint Committees of national trade unions in the states of West Bengal, Bihar, Jharkhand, Odisha to address elimination of child labour and other labour issues with the support of U-Department of Labour Funded project on Elimination of Child Labour in Hazardous Sectors.
2	International Labour Standards are included in all the above Plan/framework for implementation: -12th Five Plan - para 15.152 (Convention No. 188); -United Nations Development Action Framework for India (2013-17); -Recommendations on the Post-2015 Development Agenda include ratification of core labour standards, gender equality, Social Protection Floor and other in line with International Labour standards.	-Technical support in raising awareness on core labour standards, Recommendations 200 on HIV/AIDS, 202 on SPF, C188 on Fishing, C189 Domestic Work, C183 Maternity Protection, C102 on Social Security, C100 and C111 on discrimination; -Technical support in promotion of MNE Declaration, OECD guidelines were provided to the trade unions to enhance their knowledge and information to apply these frameworks towards protection of workers’ rights.
Use of Norwegian funds in support of the result		
Norwegian funding supported: Promotion of ratification, implementation of international instruments / ILO Core Conventions / MNE declaration In all, 48 advocacy and awareness activities were jointly carried out by the six national trade union organizations. Included among topics covered were Core Labour Standards (CLS), the MNE Declaration, and organizing skills. Under the CLS ratification campaign, the Programme also ensured to strengthen trade union’s ability to include youth and women (and particular needs) in the CLS ratification campaign. National Trade Unions joint action on promoting working women rights with particular reference to ratification of domestic workers convention C. 189 On the issue of domestic workers, the Project helped to build trade union capacities to effectively organize workers from this sector and this has resulted in increased paid memberships of the trade unions. The recent membership verification in India shows the trade union membership is growing rapidly. As a part of a wider campaign, the Tamil Nadu Joint Action Forum collected 18,261 individual post cards signed by domestic workers, with a demand for ratification and implementation of Convention 189, and sent the cards to the Prime Minister of India. As a visual effect, each postcard had a picture of the domestic worker signing it, allowing the politicians to see the faces of the people affected by their lack of rights. Under the Project, the Joint Action Forum of Tamil Nadu also met with the Labour Minister seeking State Government intervention on fixing minimum wage for domestic workers. Bipartite joint initiatives of trade unions & employers on hazardous child labour The Programme activities facilitated the workers’ and employers’ organizations in Tamil Nadu to jointly initiate activities on elimination of Hazardous Child Labour in small and medium enterprises (SMEs) as well as in supply chains. The Programme facilitated a series of dialogue and discussions between the employers’ and workers’ representatives, and as a result both the constituents jointly addressed elimination of child labour in SMEs by entering into a joint memorandum of understanding. The Programme also facilitated the constituents to enter into commitment agreements on elimination of child labour in selected SMEs, including steel, automobile, chemical, food and engineering sectors, in supply chains and in sub-contracting. Through this commitment agreements the partners have agreed to encourage and support the promotion of Fundamental Principles and Rights at Work.		

Not reported in ILO's Programme Implementation Report 2012-13

In Moldova and Armenia, the ILO worked with Norwegian funds towards attaining results as per the Outcome 10, but these CPOs were not reflected in ILO's Implementation Report 2012-13.

	Country Programme Outcome	Progress
Moldova	MDA802	Development of a manual and training on collective bargaining, rights and social dialogue were key for trade unions in establishment of regional councils of tripartite social dialogue in Cahul, Edinet and Balti. The Programme assisted the trade unions in their development of their position paper on the draft amendments to the Labour Law, referring the extension clause for collective agreements concluded at branch and national levels. On Occupational Safety and Health (OSH), the Project enhancing the capacity of the trade union to work for the implementation of ILO's OSH standards and EU pertinent standards at branch and company levels. The focus was mainly on utilization of the findings of labour inspection activities for improving the observance of national and international OSH standards. The participants in the activities have been assessed at the end of the training and received certificates.
Armenia	ARM802	The Armenian trade unions increased the number of signed collective agreements, and a functioning youth structure was established. The Programme assisted the Armenian trade union confederation in respecting international trade unions principles and values corresponding to the International Trade Union Confederation (ITUC) requirements, and in October 2013, the Armenian trade union was affiliated as a full member of the ITUC.

Regional activities

At regional level, the Programme supported ITUC in **Latin America** (CSA/TUCA), jointly carrying out a campaign with focus on six countries (Peru, Guatemala, Honduras, the Dominican Republic, Chile and El Salvador). The campaign included media campaigns, training events, building and strengthening trade union platforms and support for the trade unions' fight for workers' rights through social dialogue. The regional campaign had an impact at several levels. Primarily, it allowed the trade unions of Latin America to have a joint coordinated approach to rights and gender equality. Important activities targeted sensitive target groups such as judges, lawmakers and ministers, allowing the trade unions to increase their influence in the fight for their rights at levels that would otherwise be hard to reach. The dialogue with trade unions is key to enhance the implementation of labour law by taking international standards into account. Through training sessions, the Programme also had a positive impact on the reporting to the ILO's supervisory machinery in several countries, most notably in Guatemala. The enhanced reporting from trade unions allows the ILO's supervisory bodies to better examine important cases on violation of labour rights. The work on Participatory Gender Audits previously carried out jointly with ILO's Gender Unit in Africa and Europe, was implemented in Latin America, leading to greater awareness of gender issues and strengthening of gender networks in the region. The Programme also greatly enhanced the visibility of TUCA's campaign for workers' rights at the regional level, and will be presented as a major success at the ITUC Congress in Berlin in May 2015.

By acting at regional level, the regional-national link eased processes of trade union unification, leading to the development of trade union platforms across the continent, and even lead directly to merger of unions at sectoral level. Secondly, an enhanced focus on MNEs operating in several countries, led to the exploration of joint campaign against companies that are actively working against trade unions and workers' rights across national borders. Thirdly, in countries where trade unionists were killed because of their fight for human rights, the regional approach enhanced the speed and strength of the response from regional and global actors. Fourthly, in all the first three areas, lessons learned in one country proved fruitful in other countries.

In **East Africa**, the Programme carried out subregional activities to enhance the capacity to engage in social dialogue and improve understanding of the value of such processes. Targeting core trade union issues at the subregional level also has the effect of fostering trade union cooperation across borders, much needed in a part of the world where inter-governmental subregional bodies are gaining momentum.

With regards to the **Post-2015 development agenda**, one aim under Outcome 10 was to support trade union engagement in the process, helping to facilitate the inputs from the labour movement. Although difficult to measure as the process is still on-going, the Programme assisted the African unions at the regional level (through the Organization of African Trade Union Unity) in carrying out a study on the issue, ensuring that their information was up-to-date and that their inputs were fact-based. This work was done in addition to the initiatives at national level.

For **the Indian Ocean subregion**, the Programme supported work to increase the trade union capacity and strengthened the subregional trade union networks. The support was through the subregional trade union organization, Commission Syndicale des Travailleurs de l'Océan Indien (CSTOI), and lead to concrete impact at national level, for example in the merger processes and systems of ensuring gender equality in the trade union of the Comoros.

4. Lessons learned

The *ILO Program Implementation Report 2012-13* states the following for Outcome 10:

By bringing national unions together at regional meetings and subsequently national seminars to share experiences and understand the value and advantage of working together, union solidarity and establishing of common national action platforms has had positive effect in several countries. Union organizations have jointly negotiated on common issues with Government and employers' organizations, increasingly also through the DWCP, and influenced negotiations on international development agreements such as UNDAF. In India, eleven national trade union confederations have come together to negotiate with the government on ten important issues. This approach will be continued, particularly in countries with multiplicity of unions. Increased capacity building, through training to trade union activists and union friendly lawyers on the understanding of International Labour Standards and how ILO supervisory mechanism jurisprudence can be used in national courts, has proven positive for national trade unions. Trade union organizations and union lawyers have used labour standards to organize, engage in collective bargaining, campaign for revision of labour laws and ratification of ILO Conventions and use the ILO supervisory mechanism to protect and promote trade union rights. As a number of countries have still not ratified core labour standards, more focus on this is needed.

Backed up with studies and research, another successful area of capacity-building has been increased understanding on establishing and negotiating the process of minimum wage bargaining. In countries including Cambodia, China, Malaysia, Cape Verde, and Palestine unions have developed strategies and policies in this area and have been able to influence national policies and strengthened their negotiation capacity, leading in some cases to increases in the minimum wage.

In terms of the flexibility of the Outcome-based Norwegian funding modality, **Kenya** was not in the original plan for the Programme. However, when an opportunity arose with the Government's willingness to discuss extension of workers' right to police workers, the Project utilized the relatively flexible funding modality to assist the trade unions. In cooperation with the Norwegian social partners, the Project facilitated a dialogue leading to the extension of the right to join and form unions for Kenyan police workers. The country was chosen to respond to a pressing demand at a crucial point in time.

Outcome 11 Labour administrations apply up to date labour legislation and provide effective services

During 2012-13 Norwegian funding contributed directly to **2 out of 9 member States** for which the ILO reported biennial results under **Indicator 11.1: Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards**. Norwegian funding also contributed directly to **5 out of 11 member States** for which the ILO reported biennial results under **Indicator 11.1: Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards**.

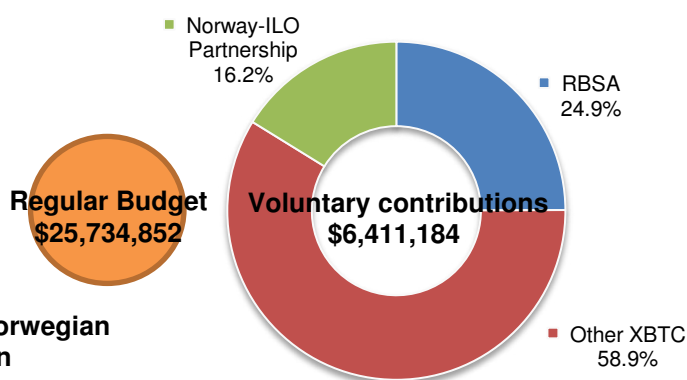
1. Outcome strategy

Based on the previous experiences and lessons learned, the ILO strategy for Outcome 11 in the biennium 2012-13 was to immediately follow up on the [“Resolution and Conclusions on Labour Administration and Labour Inspection”](#) adopted by the 100th Session of the International Labour Conference in 2011, which underlined the main approaches to be pursued by the Office to build, foster and maintain efficient national labour administration and inspections systems through the design of technical assistance programmes and projects including strategies to promote compliance and application to all workers along with a better use of existing resources. The aim is to build country-level comparative knowledge by helping countries conduct national needs assessments on labour administration and inspection systems, which then serve as a basis to develop targeted technical assistance programmes. Labour administration and labour inspection can promote and facilitate tripartite consultation and cooperation by putting into place of sound policies and by providing quality services to employers and workers. Labour administration and labour inspection have been instrumental in promoting and safeguarding fundamental principles and rights at work and in addressing labour and social issues in specific sectors and to vulnerable groups of workers. Activities under Outcome 11 realise advantages by linking to activities under other outcomes to arrive at national and international partnerships. Finally, with the merger of the former LABADMIN and OSH into one Branch, focusing more on the promotion of workplace compliance through labour inspection, the new Branch LABADMIN/OSH has more resources and means to deliver both Outcome 11 and 6, while giving priority to the Area of Critical Importance (ACI) on workplace compliance through labour inspection.

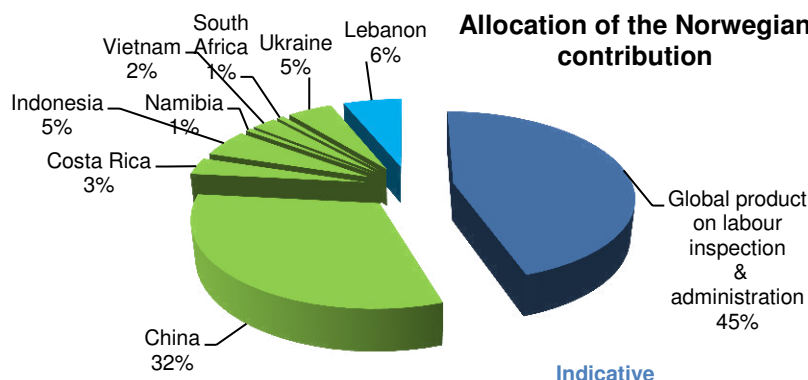
2. Norway's contribution to Outcome 11

In 2012-13, the ILO spent a total of **US\$ 32,146,036** in support of Outcome 11. Of this amount, US\$ 25,734,852 was provided through the Regular Budget (RB), US\$ 1,598,580 through the fully un-earmarked Regular Budget Supplementary Account (RBSA) and US\$ 4,134,887 through earmarked Extra-Budgetary Technical Cooperation (XBTC)⁶. Norway's total contribution of **US\$ \$1,640,192** is recorded under XBTC and amounts to **16.2%** of ILO expenditures on Outcome 11 in 2012-13 (voluntary contributions).

ILO expenditure under Outcome 11, 2012-13



Allocation of the Norwegian contribution



These resources were utilised by the ILO to support **1 Global Product and 8 Country Programme Outcomes (CPOs)** in 2012-13. Outcome 11 received an additional allocation in August 2013 from the Government of Norway, which is programmed for 2014.

⁶ Source : [Programme Implementation Report 2012-13](#), p.17

Norwegian funding contributed to 3 sub-products of the Global Product:

1. A self-assessment Tool of the Labour Inspection System.

The aim of this training tool is to enable the labour inspectorates, with or without the support of technical cooperation projects, to carry out an integral analysis of the functioning of their own labour inspection system. The training tool encourages and helps countries to discuss and analyse the structure of the labour inspection, the legal framework, the human resource management, the data management systems, and many other topics.

2. On-line course “Introduction to the Labour Inspection”.

This tool was developed at the request of labour inspectors from many countries. The on-line course’s target audience are labour inspectors, particularly newly recruited labour inspectors and provide them with a general introduction. The aim is that those who have taken the course will be able to describe the principles, functions and main features of labour inspection.

3. Labour Administration and Labour Inspection Academy.

The objective of the Academy was to provide participants with an opportunity for analysing, discussing and sharing knowledge on the situation, trends and external and internal challenges for labour administrations in general and labour inspectorates in particular.

China was selected to consolidate the progress made under the previous Norway-ILO Partnership. Synergies were formed with funding from RBSA, additional technical cooperation funds and financial inputs from the Chinese Government. In **Indonesia**, a leading country in ASEAN, the Ministry of Manpower and Transmigration requested ILO technical assistance in the area of labour inspection. Equally, the previous Norway-ILO Partnership laid a foundation for further successes. **Viet Nam**’s labour market and labour institutions have gone through dramatic changes. Labour law reforms and their enforcement are becoming priorities in light of the increasing industrial unrest and wildcat strikes. In this context, the Ministry of Labour, Invalids and Social Affairs requested technical assistance to strengthen the country’s labour inspection system and to support the development and implementation of a national master plan on labour inspection. In **Ukraine**, there were opportunities to create synergies with other projects and resources on labour inspection, providing for enhanced results.

3. Norway’s contribution to ILO’s biennial results 2012-13

Results under Outcome 11 are measured through 3 indicators outlined in the ILO’s [Strategic Policy Framework 2010-15](#).

Outcome 11 Indicators	Target by 2015	Results by 2013*
11.1 Number of member States that, with ILO support, strengthen labour administration systems in line with international labour standards	20	19
11.2 Number of member States that, with ILO support, strengthen their labour inspection system in line with international labour standards	18	19
11.3 Number of member States that, with ILO support, adopt new or improve existing labour laws in line with international labour standards, in consultation with the social partners	15	14

*Cumulative total results from two biennia (2010-11 and 2012-13)

Results achieved in 2012-13

Norway’s contribution under Outcome 11 was partly programmed to support progress towards achieving **Indicator 11.1**, which aims at strengthening labour administration systems in line with international labour standards. To be counted as reportable, results must meet at least two of the following **measurement criteria (MC)**:

1. A coordination mechanism responsible within the labour administration system for the implementation of the national labour policy at central and decentralized levels is established or revitalized.
2. Regulations are adopted that enable the labour administration system to progressively extend its services to workers and employers in the informal economy.
3. Technical advice and other services are provided by the labour administration system, including through public-private partnerships, to employers, workers and their organizations, as documented through records of services provided (e.g. registers, information systems, web pages).

4. The status of labour administration staff is improved to ensure that public officials have conditions of service ensuring stability of employment and independence in the discharge of their duties.

Under this indicator, 9 member States achieved a result in 2012-13. From these, China and Costa Rica received direct support through Norwegian funding.

China CPO CHN154 “Capacity of national and provincial labour inspectorates enhanced through a strategic TOT methodology and south-south cooperation.”

MC	Result, as per ILO Programme Implementation Report	ILO contribution
1	Partnerships to strengthen workplace compliance through labour inspection were enhanced through the establishment of the Committee of Labour Inspection within the Chinese Association of Labour Studies.	Following the ILO/China joint review on labour inspection in China, the ILO proposed that the Labour Inspection Bureau of Ministry of Human Resources and Social Security to establish an association (now it is called the Committee of Labour Inspection). The ILO also arranged study tours for 36 Chinese labour inspectors in France, Spain and Switzerland to study international good practice on labour inspection partnership which improved their understanding of the need for coordination across a system of labour inspection. The ILO also organized a seminar on strategies for workplace compliance within the Committee of Labour Inspection on the occasion of the 20th anniversary of the Chinese labour inspection system which included the submission of several good practice papers. To support the work of this new body, the ILO organized study tours for Chinese labour inspectors to learn from good practices from other industrialised countries. The Seminar was an opportunity to review past achievements on labour inspection and to develop a forward looking LI strategy.
4	The knowledge and skills of national and provincial labour inspectorates were strengthened through increasing the knowledge and skills of labour inspectors.	The ILO supported the development of a national training curriculum for labour and social security inspectors and carried out training activities for 146 inspectors.

Use of Norwegian funds in support of the result

Norwegian funding contributed to :

1. Developing the national training curriculum for labour inspectors;
2. Various activities of the Labour Inspection Committee, newly established according to ILO advice, including a seminar on labour inspection theory, 38 papers on labour inspection were submitted to the Committee at a seminar, and awards were presented;
3. Improved knowledge and capacity of labour inspectors and OSH inspectors through the two ITC, Turin residential courses, in which 38 inspectors participated;
4. Development of a case study training package, which has been widely used in training labour inspectors; and
5. 146 inspectors' trainers have been trained during 2012-13.

Costa Rica CPO CRI104 “Labour administration, with the support of the ILO, provides effective services for compliance with labour laws.”

MC	Result, as per ILO Programme Implementation Report	ILO contribution
2	The Ministry of Labour and Social Security (MTSS) approved and implemented the Plan of Action of the Labour Inspection for 2012-2013, which focuses on the labour inspection development in five areas: inspection policy planning, institutional organization and resources, inspection management, occupational accidents and diseases information system, through which a progress was achieved with a new management model for all offices nationwide and its coordination with HQ, and officers training on electronic case tracking system of inspection. The Plan defines actions to ensure greater efficiency in the decentralization of labour administration.	The ILO, together with the support of a technical cooperation project funded by the U.S. government, provided technical assistance to improve labour inspection through the development of a needs assessment (February-April 2012) and the development and adoption of a Plan of Action of Labour inspection (May 2012) which presents the priority work of the labour inspection for 2012 and 2013. Training was also provided to 120 officials from the various regional offices where they work in the use of Electronic Case System (SILAC).

3	The MTSS provides a public information service through statistical yearbooks with national data on indicators of labour market performance, including the services of the MTSS and information from other institutions involved in labour and social security sector, such as the National Training Institute and the National Institute of Cooperative Development. In addition, the MTSS has been strengthened with methodologies to develop new statistical yearbooks in the future.	During the first quarter of 2013, the ILO with a contribution from a project funded by the United States, provided technical assistance (workshops, training, consulting) for the preparation and publication of the Statistical Yearbooks for 2011 and 2012 respectively. Especially, it provided: a) technical assistance to build MTSS officials' capacity in developing statistical yearbooks, as well as developing a manual for professionals and technicians from the institutions, who, within their duties, are responsible for collecting data, preparing reports, newsletters, studies, memos and statistical yearbooks to meet statistical reporting requirements. b) capacity-building and counselling workshops were provided to more than 30 officials from the MTSS (planning, statistics and technical areas) in the production of statistics and the use of information tools.
Use of Norwegian funds in support of the result		
Norwegian funds supported activities in each of the 5 areas of the Plan of Action of the Labour Inspection. In addition to other technical cooperation projects and support of the ILO subregional office, Norwegian funding has contributed to finance studies on the inspection cases system; training inspectors on the electronic case system and labour inspection indicators; study on the demand for services in departmental and individual offices; study on work flow processes to identify the timeline and steps in the inspection processes; development of a manual on inspection procedures; as well as training of staff on the new manual on inspection procedures.		

Norway's contribution under Outcome 11 was also programmed to support progress towards achieving **Indicator 11.2**, which aims at strengthening labour inspection systems in line with international labour standards. To be counted as reportable, results must meet at least two of the following **measurement criteria (MC)**:

1. The status of labour inspection staff is improved to ensure that public officials have conditions of service that ensure stability of employment and independence in the discharge of their duties and a mandate to impose sanctions (Article 6 of Convention No. 81).
2. A budgeted training plan for labour inspectors, with due regard to the special duties that may be assigned to men and women inspectors, is implemented by the labour administration system.
3. A system is established or strengthened in the labour administration so that up to date registers, sex disaggregated data and statistics concerning conditions of employment and work by enterprise are available.
4. An awareness-raising strategy targeting employers and workers and their organizations on the technical role and scope of labour inspection is implemented by the labour administration system

Under this indicator, 11 member States achieved a result in 2012-13. From these, the following 5 countries received direct support through Norwegian funding.

Indonesia CPO IDN151 *"Better working environment and labour administration through the implementation of International principles and rights at works"*

MC	Result, as per ILO Programme Implementation Report	ILO contribution
2	The curriculum for the training of labour inspectors was revised and improved. Labour inspectors in five provinces have updated their knowledge on labour standards including occupational safety and health.	ILO provided inputs for improving the training curriculum for the labour inspectors through the delivery of training on Building Modern and effective Labour Inspection system, including the creation of a pool of trainers for the induction training of labour inspectors. The revised curriculum was based on the ITC-ILO curriculum for labour inspectors. With Norwegian funding, the ILO organized a Labour Inspectors' training of trainers on Promoting Gender Equality and Non-Discrimination in the Workplace. ILO's Better Work Indonesia program organised refresher courses for 60 local labour inspectors. The training specifically targeted five provinces and districts where BWI registered garment factories are present. With Norwegian funding, the ILO organized a Labour Inspectors' training of trainers on Promoting Gender Equality and Non-Discrimination in the Workplace.

3	The data collection and analysis is improved by the labour inspection unit of the Ministry of Manpower and Transmigration, by including sex-disaggregation of data and introducing standardized labour inspection indicators into their database.	ILO provided technical expertise in reviewing the data collection and analysis system in labour inspection through the piloting of a self-assessment tool prepared by the Turin Centre and through a pilot project on harmonizing labour inspection data.
4	Establishment of a tripartite labour inspection committee.	ILO facilitated consultation meetings for the establishment of the tripartite labour inspection committee. This development followed work by the Office to instigate closer tripartite collaboration on labour inspection after the adoption of a declaration at the tripartite national labour inspection conference, in the previous biennium.

Use of Norwegian funds in support of the result

The training of trainer activity was fully supported by Norwegian funding. As a result of this and other training activities from the previous biennium, the Ministry of Manpower and Transmigration adopted a revised curriculum for inspectors drawing on the ITC-ILO materials (also originally funded by Norway).

The Norwegian funding further supported the work on reviewing the data collection system on labour inspection, which was jointly supported through special ILO funding as part of a five country pilot project. This has laid the groundwork for further improvements to the data collection system of the Ministry of Manpower and Transmigration in 2014-15.

Gender mainstreaming the Partnership

To build a critical mass of resources for gender mainstreaming, the ILO Bureau of Gender Equality (GENDER) concentrated its effort in countries where two or more CPOs were being funded under the Norway-ILO Partnership Programme. This includes Indonesia where the labour administration programme was implemented together with GENDER to make sure that gender was embedded in all phases.

A national workshop on equal pay under Convention 100 took place following which guidelines on gender-neutral pay evaluations have been developed with employers.

250 copies of an ILO Guide to support the application of Conventions Nos. 100 and No.111 in Indonesia have been distributed for use in the regions.

The Ministry of Manpower and Training have carried out two training sessions at the provincial level (Makassar and Bangka) with its own resources.

The training module "Labour Inspection and Gender Equality" developed under the previous Norway-ILO Partnership, was adapted and translated into Bahasa Indonesian and used to train 20 labour inspectors (women and men).

Namibia CPO IDN151 "Labour Inspection Systems Strengthened."

MC	Result, as per ILO Programme Implementation Report	ILO contribution
2	Training of labour inspectors was budgeted within the Ministry of Labour and Social Welfare's global training framework and the knowledge and skills of inspectors was strengthened through training.	ILO carried out a needs assessment of the labour administration and inspection systems. This assessment included findings and recommendations that were formally presented to the Permanent Secretary and the management team. Based on these recommendations, an agreement was reached to undertake a series of training activities for labour inspectors based on the Turin Centre curriculum. The ILO provided training to 70 labour inspectors, covering issues of informality, child labour and gender equality. This training led to a broad-based agreement on further capacity building and the need to carry these activities forward.

4	Labour inspectorate, social partners and the broader public have increased awareness about labour law compliance and the role and scope of labour inspection.	The ILO facilitated a workshop on collaboration between the labour inspectorate and social partners on the technical role and scope of labour inspection. It also facilitated a bipartite workshop for workers' and employers' organisations focussing on understanding the Labour Act 2007. The ILO developed a booklet which functions as a guide for the new Labour Act 2007. Initially, 500 copies of the booklet were printed in four local languages and disseminated in various locations around the country. The ILO also involved the social partners in the training activities conducted for labour inspectors in order to raise awareness among workers and employers to the work of labour inspectors and to foster mutual understanding and collaboration. Social partners and all public inspection agencies were brought together to discuss how to improve collaboration in labour law compliance and how to strengthen the labour advisory council around the subject of labour inspection.
Use of Norwegian funds in support of the result		
Norwegian funds contributed to the needs assessment, financing the workshop on effective labour inspection systems for labour inspectors and for disseminating ITC-ILO training material for labour inspectors.		

South Africa CPO ZAF151 *“Department of Labour and its units especially the labour inspectorate are strengthened.”*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	The Government improved conditions of service for labour inspectors through increased budgetary allocations for the Inspection and Enforcement Services Unit in the Department of Labour. The 2013 Budget, released by National Treasury in February 2013, made a progressive increase in resource allocation towards the labour inspectorate with the expressed purpose of improving the remuneration of labour inspectors.	The ILO has had an on-going partnership with the National Department of Labour to lend technical and capacity support towards strengthening the labour inspection and administration system. Steps undertaken by the Government towards increasing budgetary allocations for inspection and enforcement services draw quite significantly from ILO advisory support and in particular the recommendations from the Labour Administration Needs Assessment in South Africa conducted by the ILO at the request of the Department. The assessment report recommended that the Department of Labour re-examines the existing salary scales of labour inspectors with the purpose of upgrading existing salary scales that will factor in their quasi-judicial functions of labour inspectors. The Minister of Labour, in her 2012 Budget Vote speech in the Parliament, acknowledged the role played by the ILO in providing assistance to the ministry towards strengthening the labour inspectorate. The ILO has had an on-going partnership with the National Department of Labour to lend technical and capacity support towards strengthening the labour inspection and administration system.
3	The Department of Labour also improved its Inspection Case Management System to facilitate the collection and dissemination of labour inspection data across labour centres in all the nine provinces of the country. In particular the new case management system factored in the recommendations of the ILO study concerning the standardisation of instruments for data collection and analysis across labour centres as well as provinces to improve data sources and collection methods.	The ILO provided technical support towards a study to analyse labour inspection data sources and to update data collection methods of the labour inspection systems of the Department of Labour. The final report of the study and accompanying recommendations were submitted to the Department of labour.

Use of Norwegian funds in support of the result

Norwegian funding was very critical for success in South Africa (also through the previous Norway-ILO Partnership phase). Only a long-term engagement could ensure the results described above. The funding in this biennium was mainly used to follow up the assessment, evaluate the labour inspection data system and improve it.

Gender mainstreaming the Partnership ♀

To build a critical mass of resources for gender mainstreaming, the ILO Bureau of Gender Equality (GENDER) concentrated its effort in countries where two or more CPOs were being funded under the Norway-ILO Partnership Programme. This includes South Africa where the labour administration programme was implemented together with GENDER to make sure that gender was embedded in all phases.

Technical and financial assistance was provided to the Employment Equity Directorate to draft regulations spelling out the criteria and methodology for the implementation of the equal pay for work of equal value clause contained in the Employment Equity Amendment Act. Financial assistance was provided to BUSA (the representative Employers' Organization) to facilitate research on international best practices on the implementation of pay equity.

Ukraine CPO UKR155 *“The labour inspection system is strengthened and modernised in line with international labour standards.”*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
2	The labour relations inspectorate developed a training strategy and programme, promoted a training of trainers who afterwards were appointed for an institutional training group which has organized training for all labour inspection managers and labour inspectors from regional offices.	The ILO assessed the training needs, provided the inputs for the training strategy, organized a training of trainers, adapted 13 training modules on labour inspection and backstopped the following trainings organized by a part of the previously 20 trained labour inspectors and directors. In total, the trainings involved more than 150 labour inspectors. A labour inspector participated in the Academy of Labour Administration and Labour Inspection organized by LABADMIN and ITC/ILO in Turin.
3	The labour relations inspectorates dispose of an updated electronic registration system, with gender disaggregated data and incorporating the recently ILO's recommended minimum statistical labour inspection indicators. The labour inspection staff was trained on the use of the system. Administrators and user's manuals were provided.	The ILO assessed the needs to upgrade the information system used by the labour relations inspectorate, mapped the labour inspection statistical indicators and statistical data classification collected and produced by the labour inspectorate, developed the TOR with the technical parameters for upgrading the system, selected a service provider to develop, test and implement the software, and organized training for users and administrators. A set of minimum indicators was recommended and included on the new registration system of the labour relations inspectorate. These indicators are consistent with the minimum set of harmonized labour inspection statistical indicators recommended by the ILO.
4	A campaign on the role of labour inspection and on working conditions was developed, involving the government and social partners. The labour inspectorate organized press conferences, TV and radio interviews, internet blogs, open door days, seminars for employers, group consultations for workers and employers, and billboards. The government estimated that more than 200,000 people were directly covered.	In what concerns the communication campaign, the ILO produced guidelines which were delivered to constituents on how to develop awareness raising campaigns, following which a national communication campaign was developed focusing on rights and obligations of workers and employers, wages, working time and undeclared work, as well as on the role of labour inspection. A set of four leaflets and a poster were designed and released in all regions. Two books on the role of labour inspection for social partners were adapted, printed and distributed. The campaign total prints run 12,800 copies. Two workshops were organized to strengthen the relations between two labour inspectorates (OSH and labour relations), employers' organizations and trade unions.
Use of Norwegian funds in support of the result		
Norwegian funding was used jointly with other resources. It supported in particular the upgrading of the information system of the labour relations inspectorate. The funding also contributed to conduct a more ambitious training strategy, allowing in addition to the training of trainers, to organize follow up training sessions with the previously trained inspectors, thus strengthening their capacities to take the role of trainers in the future.		

Vietnam CPO VNM107 *“Improved labour administration and labour law compliance through comprehensive labour inspection needs assessment and knowledge sharing activities.”*

Result
At the request of the Ministry of Labour, Invalids and Social Affairs, the ILO conducted a needs assessment on Vietnam's labour inspection system in early 2012, which contributed towards the development of Viet Nam's first Master Plan on strengthening the labour inspectorate until 2020.
In September 2012, the report was used as background document for a national consultative workshop to lay the ground work for the preparation of the national Master Plan (2012-2020) to strengthen the labour inspection system and in particular the capacity of labour inspectors.
This inter-ministerial Master Plan is being further finalized with comments and feedback from the ILO specialists and other Ministries as well as the workers' and employers organizations and is expected to be completed by March 2013, whereupon it will be submitted to the Prime Minister for approval.
A Training of Trainers on Labour Inspection was organized to strengthen the capacity of key inspectors in northern Vietnam and to identify inspectors who could deliver training in the future. The ILO supported also the participation of the Vietnamese Chief Inspector to attend a colloquium on workplace compliance through labour inspection at the ITC Turin (December 2012).
Use of Norwegian funds in support of the result
All activities above were supported by Norwegian funding leading, most notably, to the adoption of a Master Plan on labour inspection which will be the cornerstone for government action and ILO technical assistance in 2014-15.

Not reported in ILO's Programme Implementation Report 2012-13

	Country Programme Outcome	Progress
Lebanon	LBN126 <i>"Effective labour inspection and labour administration system strengthened in line with the principles of the ratified Labour Administration Convention"</i>	A Labour Administration Needs Assessment was conducted in Lebanon following a technical visit in early October 2012. The aim was to provide an external view on the functioning of the Ministry of Labour and to suggest some measures that could be part of a road map to increase the Ministry's efficiency, including the area of labour inspection. The assessment included findings and recommendations which concerned the Ministry's capacity to produce and implement evidence-based policies, to plan and evaluate its activities, or to manage its staff. In addition, the assessment report deals with the internal structure of the ministry and its relationship with public entities under its purview, namely the National Social Security Fund and the National Employment Office. Although the project started with enthusiasm and high expectations in the Ministry of Labour, , very little has been achieved so far mainly due to political uncertainty and obstacles. The eruption of the Syrian civil war and inflow of millions of refugees also detracted the local authorities from the planned reform of labour administration.

Global product

- To support the national capacity building of labour inspectors and labour inspectorates, the ILO developed a Self-Assessment Tool of the Labour Inspection System in 2012 and designed an on-line course on *"Introduction to Labour Inspection"*, which will be operational in 2014.
- Besides the training activities at the country level, the ILO has organized open or tailor-made international training courses at the ITC, Turin to promote the international labour standards and spread international good practices/experiences on labour administration and labour inspection. The Labour Administration and Labour Inspection Academy has become an international platform to exchange knowledge and to address the common challenges on workplace compliance with national laws and regulations.
- In addition, the ILO has disseminated the global products, training modules, tools, and national good practices through its website, and a new set of brochures and publications focusing on the contents of the 2011 ILC Resolution and Conclusions.
- The programme has facilitated international exchanges and technical cooperation by inviting national and international experts as resource persons to participate in project activities at both national and international level.

4. Lessons learned

The ILO Program Implementation Report 2012-13 states the following for Outcome 11:

Labour administration systems continue to operate in a context of austerity. Even so, many ministries have increased their efficiency using modern management methods. The ILO is increasingly asked to support these administrative reforms and should continue to develop an appropriate knowledge base as well as new tools to provide sound advice and assistance. ILO services on labour inspection must be considered in the broader context of workplace compliance. This is confirmed by the many compliance gaps faced by workers around the world, in particular migrant and domestic workers and workers in SMEs. Priority inspection areas such as the employment relationship, undeclared work and psychosocial risks merit further study to develop appropriate ILO assistance. There is also a need to strengthen the central authority of labour inspectorates to effectively supervise and coordinate overall compliance and develop strategies in the area of occupational safety and health. With respect to labour law, the Office should emphasize preliminary capacity development for government officials and social partners in less developed and fragile countries coming out of crisis (including war). This is true particularly for complex labour law issues as well as on the fundamentals of social dialogue practices. In middle to high-income countries, the Office should assist labour law developments by providing evidence-based policy advice drawing on combined legal and economic analysis. The Office's capacity to provide timely and tailored policy advice increases its influence over labour law reforms – an observation that warrants expanded labour law research. However, ILO labour law assistance remains conditioned by external factors beyond the Office's control such as changes in Government and legislative priorities. As such, the ILO must be prepared to engage with countries and a wide range of actors over the medium to long term in order to achieve results.

Outcome 14 The right to freedom of association and collective bargaining is widely known and exercised

During 2012-13 Norwegian funding contributed directly to of **2 out of 7 member States** in which the ILO reported biennial results towards improving the application of freedom of association and collective bargaining rights. Norwegian funding also contributed to **1 out of 3 member States** reported taking significant action to introduce freedom of association and collective bargaining rights in export processing zones.

1. Outcome strategy

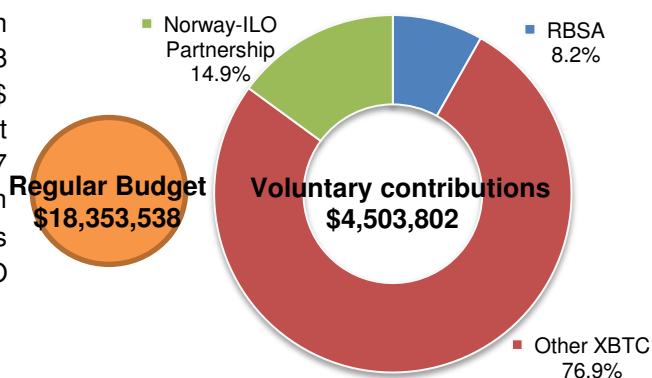
Freedom of association and the right to collective bargaining constitute an undeniable cornerstone of the ILO. The rights to organize and bargain collectively are enabling rights that make it possible to promote democracy, sound labour market governance and decent conditions at work. The Freedom of Association and Protection of the Right to Organise Convention (C87) and the Right to Organise and Collective Bargaining Convention (C98) are the most far-reaching international instruments in this area. Out of all 8 fundamental ILO Conventions, they remain however the least ratified. As all ILO Conventions, they are backed by a supervisory system that is unique at the international level and that helps to ensure that countries implement the Conventions they ratify. The ILO regularly examines the application of standards in member States and points out areas where they could be better applied. ILO technical assistance and technical cooperation projects respond to such needs in an effort to support member States in the implementation of ILO Conventions.

ILO results under Outcome 14 are measured through two indicators as identified in the ILO Strategic Policy Framework 2010-15 which calls for countries to improve the application of the basic rights on freedom of association and the right to collective bargaining and to take significant action to introduce freedom of association and the right to collective bargaining in export processing zones. The Outcome 14 strategy is based on knowledge development and sharing; a focus on promoting awareness of the role of freedom of association and collective bargaining with particular emphasis on the rural sector, the informal economy, EPZs and the domestic work sector; building the capacity of the constituents to apply and improve respect for these rights; and the continuation of partnerships with international and regional organizations.

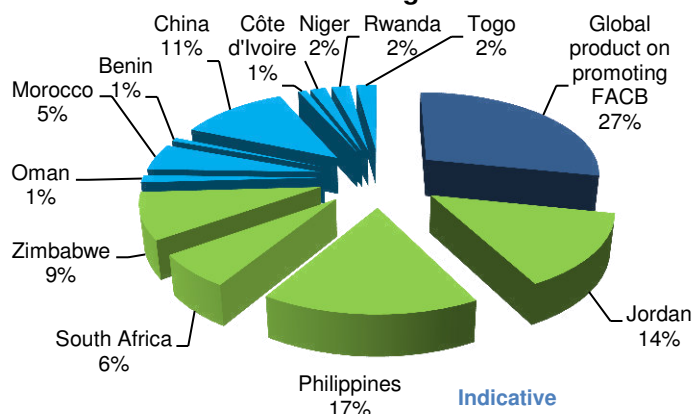
2. Norway's contribution to Outcome 14

In 2012-13 the ILO spent a total of **US\$ 22,857,340** in support of Outcome 14. Of this amount, US\$ 18,353,538 was provided through the Regular Budget (RB), US\$ 368,915 through the fully un-earmarked Regular Budget Supplementary Account (RBSA) and US\$ 4,134,887 through earmarked Extra-Budgetary Technical Cooperation (XBTC)⁷. Norway's contribution of **US\$ 1,014,992** is recorded under XBTC and amounts to **14.9%** of ILO expenditures on Outcome 14 (voluntary contributions).

ILO expenditure under Outcome 14, 2012-13



Allocation of the Norwegian contribution



These resources provided by Norway were utilised by the ILO to support the **1 Global Product and 12 country-based activities**. The purpose of the **Global Product** "Delivering ILO constitutional mandate, awareness-raising and capacity-building on Freedom of Association and Collective Bargaining" is to develop knowledge-sharing on freedom of association and collective bargaining rights and the need to build the capacity of the constituents.

⁷ Source : [Programme Implementation Report 2012-13](#), p.17

In terms of country selection, **Jordan** was selected as the country has neither ratified C87 on freedom of association and protection of the right to organize, nor C154 on collective bargaining. In addition, the lack of a proper legal framework and effective enforcement procedures combined with the weak capacity of social partner organizations to engage in sound industrial relations have resulted in few collective bargaining agreements. In the **Philippines**, it is vitally important to support national constituents' efforts to better address allegations concerning violations of trade unions' civil liberties, the increasing adversarial system affecting industrial relations, the low levels of collective bargaining agreements, and the relatively diluted capacity of social partners to voice the collective and legitimate aspiration of their members for a productive and fair development. **Zimbabwe** was chosen as a target country based on recommendations made by an ILO Commission of Inquiry, established to examine the observance of Conventions 87 and 98. Recommendations included that the Government ensure that training, education and support be given to key institutions and personnel in the country, most notably the police and security forces, in relation to freedom of association and collective bargaining, civil liberties and human rights. Activities in **China** built on previous support provided with Norwegian funding. The promotion of collective bargaining for balanced growth and harmonious labour relations remain a high priority of the tripartite partners in China, as emphasized in the country's 12th 5 year plan (2011-2016) and in the country's Decent Work Country Programme. In this context it is foreseen for the ILO to provide policy advice on modern legal frameworks for collective bargaining and the settlement of collective interest disputes. The ILO will also continue to work with the social partners, through training workshops, to strengthen their capacity to carry out genuine collective bargaining at enterprise and sectoral levels with the aim of ensuring more equitable labour markets. **South Africa**, has ratified both Conventions No. 87 and No. 98. Norwegian funding was used to implement a National Plan of Action on Freedom of Association in the rural sector developed with funding of a Swedish-funded technical cooperation project. The expectation of the project was to make a real impact in the country and to develop relevant lessons learned.

3. Norway's contribution to ILO's biennial results 2012-13

Results under Outcome 14 are measured through a set of indicators outlined in the ILO [Strategic Policy Framework 2010-15](#).

Outcome 14 Indicators	Target by 2015	Results by 2013*
14.1 Number of member States that, with ILO support, improve the application of basic rights on freedom of association and the right to collective bargaining.	30	27
14.2 Number of member States that, with ILO support, take significant action to introduce freedom of association and the right to collective bargaining in export processing zones.	6	5

*Cumulative total results from two biennia (2010-11 and 2012-13)

Results achieved in 2012-13

Norway's contribution under Outcome 14 was partly programmed to support progress towards achieving **Indicator 14.1**, which aims at improving the application of basic rights on freedom of association and collective bargaining. To be counted as reportable, results must meet at least two of the following measurement criteria (MC), as observed by the ILO supervisory bodies or in the framework of the 1998 Declaration follow-up mechanism:

1. An awareness-raising strategy and/or programmes on freedom of association and collective bargaining targeting the tripartite constituents are launched.
2. Convention No. 87 or 98 is ratified.
3. There is progress in the respect of the fundamental civil liberties of the members of trade unions and employers' organizations.
4. Changes are introduced in law, policy or practice to ensure that trade unions and employers' organizations can be registered and function without undue restrictions.
5. Mechanisms to ensure protection against acts of anti-union discrimination or interference are established or expanded. Policies and mechanisms to promote collective bargaining are established or expanded.

Under this indicator, 7 member States achieved a result in 2012-13. From these, the Philippines, and South Africa received direct support through Norwegian funding.

Philippines CPO PHL129 *“Improved application of basic rights on freedom of association and the right to collective bargaining.”*

MC	Result, as per ILO Programme Implementation Report	ILO contribution
1&3	In May 2012, the Philippines adopted the Guidelines for the security forces to promote effective exercise of workers' rights and to address violence and threats against workers and trade unionists. The implementation of the newly adopted guidelines promoted peaceful strikes, dialogue, peaceful resolution or diffuse tension in some labour disputes.	Formulation and printing of the training module whose intended target audience are the police and the military and other relevant security forces to guide them on the discharge of their respective mandates without infringing freedom of association rights; 30 union leaders/representatives trained on Negotiating Collective Bargaining Agreements; Follow up SWOT activities for employers and capacity building on collective bargaining and social dialogue; 30 Philippines National Police officers trained on workers' rights; Tripartite orientation on the 2012 guidelines on the Conduct of the DOLE, DILG, DND, DOJ, AFP and PNP relative to the Exercise of Workers Rights and Activities.

Use of Norwegian funds in support of the result

- Support for the piloting and printing of 1000 copies of the training module on freedom of association and collective bargaining rights for the armed forces and the police;
- 60 trade union leaders were trained in Davao City and Cebu (30 in each location) on collective bargaining negotiations;
- 20 awareness raising meetings were conducted to enhance the social inclusion of workers in the informal economy. The meetings were the core part of a grass-root campaign on freedom of association and a better working life:
 - A total of 640 workers in the informal economy were reached by the campaign;
 - 10 new associations of workers in the informal economy were registered;
 - 409 workers joined an informal economy association;
- Support to the development of a sustainable and modern computerized labour inspection system in the Philippines;
- Training workshops for a total of 162 participants, including 30 Labour Law Compliance Officers, regional directors and Labour Law Compliance administrators on the practical use of the data collection of the computerized labour inspection system.
- 31 youth participants from various private and public sector unions took part in the National Trade Union Youth Camp to draft an Action Plan on trade unions and youth;
- Using the ILO's manual "Putting your message to work – a media manual on freedom of association and collective bargaining for trade unions", 10 young trade unionists developed action plans to improve their communication strategies.



South Africa CPO ZAF153 *“Freedom of Association and the right to collective bargaining strengthened with particular focus on selected sectors.”*

MC	Result, as per ILO Programme Implementation Report	ILO contribution
1	Awareness raising on programme FACB rights in the agricultural sector launched by the South African Commission for Conciliation, Mediation and Arbitration (CCMA). 180 national/state/provincial labour inspectors aware of FACB rights in the rural economy and improved procedures to promote and protect these rights 60 agricultural workers trained on FACB by CCMA.	ILO conducted diagnostic process. Training of labour court judges, labour inspectors, workers and their organizations on FACB. Advisory services leading to greater collaboration across institutions such as that between the CCMA and the labour inspectorate.

5	Adoption of a training manual for labour inspectors as an internal document for sustained training and cross institutional collaboration	Finalization of manual expected in November. Full CCMA participation in all trainings.
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Use of Norwegian funds in support of the result

36 trade union representatives participated in the workshop "Towards full Freedom of Association and Collective Bargaining Rights in the Rural Sector". The workshop highlighted the knowledge gaps on, as well as key obstacles encountered in, exercising freedom of association and collective bargaining rights on South African farms, largely due to a lack of awareness. Priority areas of work to promote full freedom of association and collective bargaining rights in the sector were also defined.

Gender mainstreaming the Partnership

To build a critical mass of resources for gender mainstreaming, the ILO Bureau of Gender Equality (GENDER) concentrated its effort in countries where two or more CPOs were being funded under the Norway-ILO Partnership Programme. This includes South Africa where the freedom of association and collective bargaining programme was implemented together with GENDER to make sure that gender was embedded in all phases.

The ILO co-facilitated a training workshop with Ditsela (a local Workers' Education Institute) gender focal points, educators, negotiators, and women leaders of trade unions representing the agricultural/rural sector on a Training Manual on Promoting Freedom of Association for rural women workers. In 2013, a training workshop was organized and facilitated with trade union representatives in the wine growing region of the Western Cape, and an action plan on freedom of association was agreed upon.

Norway's contribution under Outcome 14 was also programmed to support progress towards achieving **Indicator 14.2**, which aims introducing freedom of association and collective bargaining rights in export processing zones. To be counted as reportable, results must meet at least one of the following **measurement criteria (MC)**, as observed by the ILO supervisory bodies or in the framework of the 1998 Declaration follow-up mechanism:

1. An awareness-raising strategy and/or programmes on freedom of association and collective bargaining targeting the workers and employers in EPZs are launched.
2. Measures are adopted to permit workers' organizations to be established and function in EPZs.
3. Mechanisms to ensure protection against acts of anti-union discrimination or interference in EPZs are established or expanded.
4. Policies and mechanisms to promote collective bargaining in EPZs are established or expanded.

Under this indicator three member States achieved a result in 2012-13. Jordan received direct support through Norwegian funding.

Jordan CPO JOR128 *"Tripartite mechanisms established and sound industrial relations promoted to ensure the enforcement of national legislation and policies and the development of socio-economic policies"*

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	The conduct of the diagnostic survey has already largely enhanced awareness of FACB principles in EPZs. Tripartite agreement on the programme and strategy for policy-making and awareness-raising on freedom of association discussed in October 2013, the elaboration of national action plan and the implementation of an awareness-raising strategy.	ILO diagnostic mission (towards full freedom of association and collective bargaining in the export processing sector) undertaken and to give rise to priorities established at national level for action to promote FACB.

Use of Norwegian funds in support of the result

- A draft policy on how to promote collective bargaining in Jordan was developed in close consultation with the constituents;
- A first tripartite dialogue on the draft policy, which also served as an input for discussions with the government on law reform regarding freedom of association and collective bargaining rights, was held;
- In collaboration with Better Work Jordan, the project supported the drafting and negotiation of Jordan's first sectoral collective bargaining agreement. The agreement was concluded in the garment sector and improves wages and working conditions for 40,000 workers, a majority of which women and migrant workers;
- An agreement for the establishment of a bipartite council to support the implementation of the collective bargaining agreement in the garment sector was reached; and
- In consultation with the sectoral social partners, draft working procedures of the council were developed.

In addition, Norwegian funding was used to support significant ILO assistance in **Zimbabwe** on implementing I Conventions No. 87 and No. 98. The situation in Zimbabwe regarding the respect for fundamental principles and rights at work has been a subject of discussion for a number of years in the ILO supervisory bodies. Given the compliance challenges, in particular those concerning freedom of association and collective bargaining, the ILO Conference Committee on the Application of Standards decided in 2009 to establish a Commission of Inquiry to examine the observance by the Government of Zimbabwe of these two Conventions. In June 2011, the Commission's report was taken into account by the Conference Committee on the Application of Standards in examining the application of the Conventions in Zimbabwe. The Committee concluded that concrete steps had to be taken, i.e. in the form of workshops to train the police and other law enforcement agencies on human rights and civil liberties and to enable the elaboration and promulgation of clear lines of conduct.

In line with these recommendations, **Norwegian funding directly supported the training of 74 representatives of law enforcement agencies** on the ILO and its supervisory systems, human rights and the fundamental principles and rights at work, in particular freedom of association and collective bargaining, industrial relations and the roles of state actors in Zimbabwe and the roles of state actors in industrial disputes. Overall ILO assistance aimed at contributing to the alignment of legislative texts with relevant international labour standards; reinforcing the role and capacity of the judiciary system and law enforcement agencies; building institutional capacity for dealing with freedom of association and collective bargaining issues for the Human Rights Commission; improving and strengthening existing social dialogue initiatives and mechanisms (i.e., The Kadoma Declaration, a tripartite statement acknowledging the economic and political challenges in Zimbabwe); and ensuring good governance through the existing Tripartite Negotiating Forum.

Results⁸: overall progress by Zimbabwe in implementing the recommendations of the Commission of Inquiry has been noted by the ILO supervisory bodies. For instance, principles for legislating social dialogue under the Tripartite Negotiating Forum have been approved by the government.

Not reported in the ILO Programme Implementation Report 2012-13

Finally, Norwegian funding was used to continue the ILO's work (previously also funded by Norway) on collective bargaining in **China**. The following results were achieved:

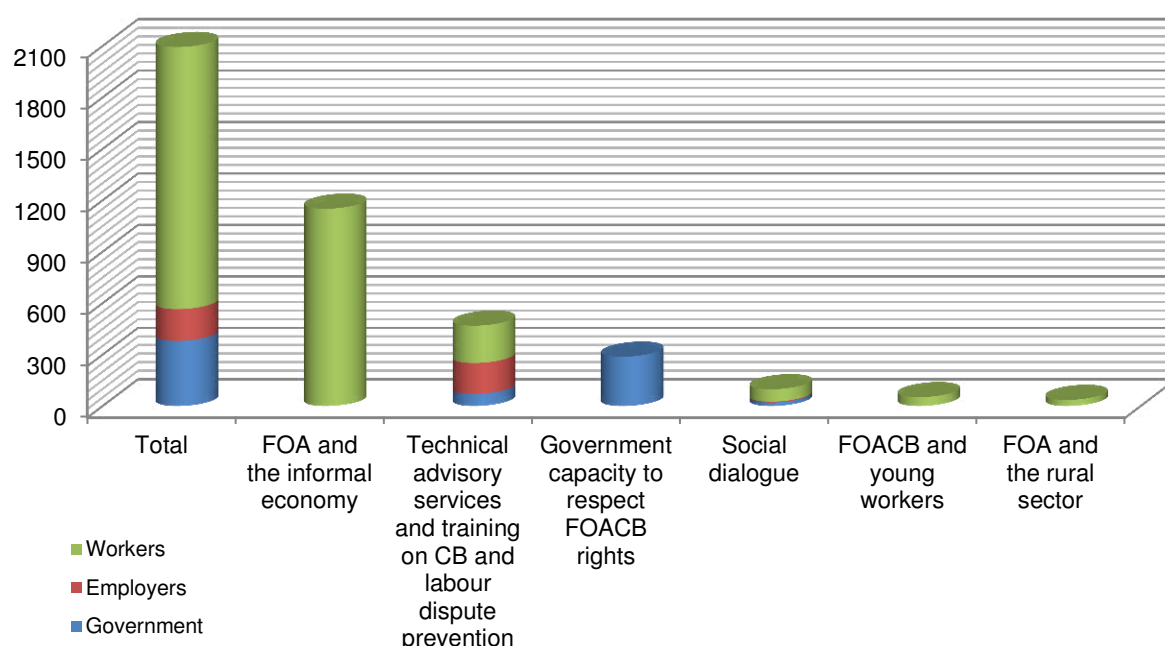
- A total of 44 Ministry of Human Resources and Social Security (MOHRSS) officials, including 5 members of the Mediation and Arbitration Management Department, 12 mediators and 7 practitioners are now better informed on the functioning of dispute prevention and mediation systems in some developed countries and trained on working mechanisms for preventing disputes and practical measures, as well as skills for labour dispute mediation.
- 40 workers' representatives, including 20 representatives of 10 provincial trade unions, and 8 All-China Federation of Trade Unions (ACFTU) representatives acquired a better understanding on dispute prevention and resolution/mediation issues during a training workshop.
- 61 China Enterprise Confederation (CEC) staff and employers were trained in wage collective bargaining processes and labour disputes settlement in the context of a training of trainers (TOT) workshop; The TOT resulted in the CEC support request for CEC policy development with regard to a new legislative agenda of the tripartite partners in the areas of collective bargaining and labour standards.
- Printing and dissemination of the Chinese versions of the ILO FACB publications:

In addition to the above 5 countries, Norwegian funds were also used for activities in 7 more countries (Benin, Oman, Morocco, China, Côte d'Ivoire, Niger, Rwanda and Togo). Overall the programme reached a total of **2,114 tripartite constituents** with its activities on freedom of association and collective bargaining rights. Broadly speaking the following 6 thematic areas were targeted:

1. Freedom of association in the informal economy;
2. Technical advisory services and training on collective bargaining and/or labour dispute prevention;
3. Government capacity to respect freedom of association and collective bargaining rights;
4. Social dialogue;
5. Freedom of association and collective bargaining for young workers; and
6. Freedom of association and the rural sector.

⁸ See [ILO Programme Implementation Report 2012-13](#), p. 33 and CPO ZWE826 under [Outcome 18](#), p. 112.

Number of People Trained Divided by Thematic Areas



Global product

The Global Product on “***Delivering ILO constitutional mandate, awareness-raising and capacity building on freedom of association and collective bargaining***” supported:

- The development of ILO’s legal and institutional database on organisational rights and collective bargaining (with 30 country profiles already completed);
- A finalized version of ILO’s handbook on “*How to Promote Collective Bargaining Rights*”, an intervention model and baseline questionnaire;
- The printing and dissemination of ILO’s Manual on Freedom of Association for the Armed Forces and the Police;
- A global team meeting on Technical Cooperation on Freedom of Association and Collective Bargaining Rights;
- A draft compilation of good practices and lessons learned on technical assistance related to Freedom of Association and Collective Bargaining Rights; and
- Dissemination of tools developed in previous phases (Freedom of Association and Development Guidelines, Media toolkit).

4. Lessons learned

In line with ILO requirements, a joint evaluation of the Swedish and Norwegian funded programme “*Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors*” is being carried out. The evaluation started in early 2014 and aims at examining the extent to which the programme’s objectives have been achieved, assessing its impact, reporting on lessons learnt and identifying further strategic directions to ensure the programme’s sustainability.

Outcome 17 Non Discrimination (focus on Gender)

1. Strategy

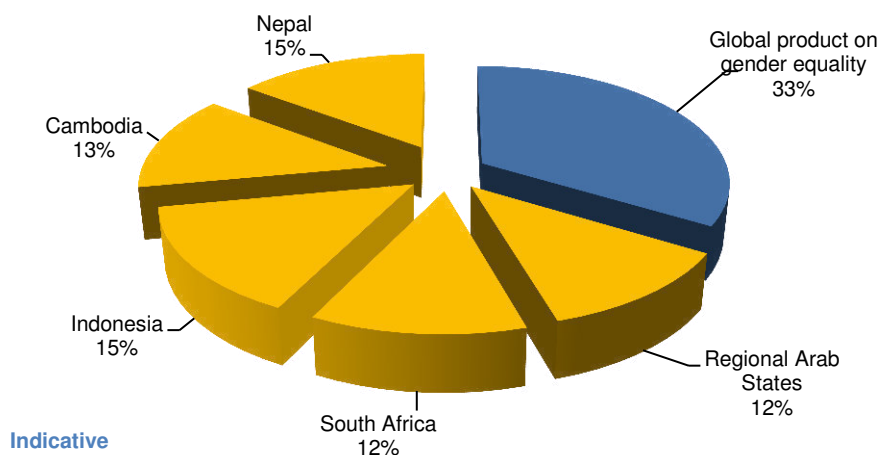
In line with the ILO's gender policy of 1999 and the ILO Programme and Budget 2012-13, the Office sought to advance gender equality through the inclusion of a gender dimension in all programmes and policies (i.e., gender mainstreaming), whilst also promoting gender-specific interventions to redress longstanding inequalities. The Norway-ILO Partnership Agreement provided for a specific component on gender mainstreaming. The objective was to ensure gender equality in the staffing, institutional structures, and substance of the work of constituents and of the ILO itself, and is being monitored by the [ILO Action Plan on Gender Equality 2010-15](#).

Activities to advance gender equality in the world of work are, for programmatic purposes, housed under Outcome 17 (non-discrimination). While the gender-mainstreaming work is linked to the Outcomes that the Gender Bureau assists in ensuring a gender dimension to the work, this gender-specific component relates more directly to Outcome 17, and specifically to Indicator 17.1: "Number of member States in which constituents, with ILO support, implement specific laws, policies, programmes or actions, leading to improved application of Conventions, principles and rights on non-discrimination". However there are two occasions when some of the gender-specific work is linked to Outcome 5 and specifically to Indicator 5.1 (Brazil & South Africa), namely: "Number of member States in which tripartite constituents, with ILO support, adopt policies or implement strategies to promote improved or more equitable working conditions, especially for the most vulnerable workers."

2. Gender mainstreaming the Partnership

In 2012-13, the allocation to the specific gender mainstreaming component of the Norway-ILO Partnership was **US\$ \$845,826**. These resources were utilised by the ILO to support **1 Global Product and 11 Country Programme Outcomes (CPOs) in the Arab States, South Africa, Indonesia, Cambodia and Nepal**.

Allocation of the Norwegian contribution



There was a clear synergy between Norway's support to the global product and that from Sweden, which also provided funding. In addition, ILO Regular Budget funds were allocated to undertake professional upgrading of judges on the core gender equality Conventions in East Africa and the Caribbean. Regular Budget Supplementary Account (RBSA) funds were allocated to promoting maternity and assess the gender impacts of cash-transfer programs.

In order to build a critical mass of resources for gender

mainstreaming, the Bureau of Gender Equality (GENDER) concentrated its efforts in countries where two or more CPOs were funded through the Partnership. For instance, **Nepal** was selected for gender mainstreaming purposes because Norwegian funding had been allocated to strengthen both workers' and employers' organizations.

3. Countries supported in 2012-13

	CPOs	Linked indicators identified in ILOs SPF 2010-15	Use of Norwegian funds in support of gender mainstreaming
Arab States	RAB152	11.2 <i>Labour inspection</i>	The training module "<i>Labour Inspection and Gender Equality</i>", developed in partnership with LAB/ADMIN under the previous Norway-ILO Partnership, was adapted and translated into Arabic, and pilot tested with labour inspectors from Jordan, Lebanon, Yemen and the occupied Palestinian territories. A further training is scheduled for March, 2014 in Lebanon. Training on successfully applying Conventions 100 and 111 in judicial rulings was held for Jordanian judges and lawyers. The ILO's Participatory Gender Audit was translated in Arabic.
	RAB153	14.2 <i>Freedom of association and collective bargaining</i>	A training tool on "<i>Freedom of Association for Women Workers in EPZs</i>" was adapted and translated into Arabic, and a workshop using the tool was held for women migrant workers in the garment sector in Jordan. The Gender Specialist for the Arab States provided inputs to a ILO diagnostic mission on Freedom of Association in Jordan
South Africa	ZAF151	11.2 <i>Labour inspection</i>	Technical and financial assistance was provided to the Employment Equity Directorate to draft regulations spelling out the criteria and methodology for the implementation of the equal pay for work of equal value clause contained in the Employment Equity amendment Act. Financial assistance was provided to BUSA (the representative Employers' Organization) to facilitate research on international best practices on the implementation of pay equity.
	ZAF153	14.2 <i>Freedom of association and collective bargaining</i>	The ILO co-facilitated a training workshop with Ditsela (a local Workers' Education Institute) gender focal points, educators, negotiators, and women leaders of trade unions representing the agricultural/ rural sector using a Training Manual on Promoting Freedom of Association for rural women workers. In 2013 a training workshop for trade union representatives in the wine growing region of the Western Cape was organized and facilitated, and an action plan on freedom of association agreed.
Indonesia	IDN153	14.1 <i>Freedom of association and collective bargaining</i>	A training manual "<i>Decent Work for Domestic Workers</i>" was translated and adapted and used in training workshops for leaders of domestic workers' organizations. An awareness-raising campaign on domestic workers was organized and implemented, including encouraging Domestic Workers to unionize and exercise their rights to freedom of association. Policy momentum was generated and capacity built in confederations and domestic workers' organizations to organize, form coalitions, affiliate and promote the International Trade Union Confederation's international campaign for "<i>12 in 12</i>" on Decent Work for women and men domestic workers, including Freedom of Association, and ratification of ILO Convention No. 189.

	IDN151	11.2 <i>Labour inspection</i>	A national workshop on equal pay under Convention 100 took place following which guidelines on gender-neutral pay evaluations have been developed with employers. 250 copies of an ILO Guide to support the application of Conventions 100 and 111 in Indonesia have been distributed for use in the regions. The Ministry of Manpower and Training have carried out two trainings at the provincial level (Makassar and Bangka) with its own resources. The training module “<i>Labour Inspection and Gender Equality</i>” developed under the previous Norway-ILO Partnership, was adapted and translated into Bahasa Indonesian and used to train 20 women and men labour inspectors.
	IDN904	19.1 <i>Integrating Decent Work</i>	All the indicators in the Decent Work country report were disaggregated by sex, enabling examination of changes in gender differences in the indicators over time (1996-2010). Moreover, one of the Decent Work Indicators that was assessed was “<i>decent work indicators for equal opportunity and treatment in employment</i>”.
Cambodia	KHM130	9.3 <i>Strengthening employers’ organizations</i>	A “<i>Code of practice on promoting equality and preventing discrimination at work</i>” was developed. The training manual “<i>Equality and non-discrimination at work in Cambodia</i>” was localized, validated by means of a National Training Seminar, printed and disseminated in Khmer, English and Korean. A Training of Trainers workshop on promoting gender equality took place with 27 participants (10 women) from employers’ organizations. One CAMFEBA female leader participated in a regional workshop on promoting women and gender equality in employers’ organizations
	KHM131	10.2 <i>Strengthening workers’ organizations</i>	Through 8 different training sessions over 200 workers (beer promoters, restaurant workers, etc.) were trained on various topics such as organizing skills, gender equality, women workers, rights, etc.) A Training of Trainers on gender equality for trade union gender focal points was organized for a total of 22 participants (12 women and 10 men), following which 81 training workshops on gender issues were organized by various trade unions (CATU, CCTU, CNCLP, NIFTUC, CLC, FTUWKC, and NACC) reaching 2074 workers (624 men, 1443 women, and 6 transgender workers). At least 800 women and men workers had their awareness raised on gender and non-discrimination issues such as sexual harassment and women workers’ rights and health issues by CBCA A National Workshop on Strengthening the Role of Women’s Committees in Trade Unions for the Promotion of Gender Equality at Work was attended by 58 union leaders (48 women and 10 men) belonging to eight federations and confederations. A workshop on improving Women’s Participation in the Trade Union Movement and Promoting Gender Equality in the Workplace was attended by a total of 88 participants (54 women and 34 men), representing 10 trade union confederations and 26 trade union federations. A smart guide for workers on 1) Equality and Non-Discrimination at Work, 2) Maternity Protection, and 3) Sexual Harassment and Violence at Work designed and printed in Khmer (2000 copies) and English (200 copies) The “Action oriented research on discrimination at the workplace in the garment factories in Cambodia” was finalized and printed.

Nepal	NLP801	9.3 <i>Strengthening employers' organizations</i>	The Federation of Nepalese Chambers of Commerce and Industry (FNCCI) conducted a number of training events for their members on gender equality, including sexual harassment, based on the baseline study carried out in 2012 with ILO assistance. With ILO assistance, FNCCI developed a gender policy, and training manual on gender equality. Training workshops were conducted with local chambers of commerce at district level. FNCCI has created a gender committee, has developed a gender friendly Human Resources (HR) Policy and devised a gender sensitive communication strategy.
	NLP802	10.2 <i>Strengthening workers' organizations</i>	The ILO assisted the General Federation of Nepalese Trade Unions (GEFONT) to conduct a participatory gender audit leading to a revision of their gender equality policy, including policies on sexual harassment and gender based violence. A gender committee has been established to oversee implementation. ILO assisted GEFONT to conduct a training on gender equality to 45 (mainly women) members. A nation level conference was organized on gender sensitization on the occasion of International Women's Day in 2013. With ILO support, the All Nepal Federation of Trade Unions (ANTUF) has reformulated their women's department into a national women committee comprising 25 women members. They have also reformed five regional women committees, and developed a five year (2013-2017) strategic plan of action to promote gender equality. With ILO support, the Nepal Trade Union Congress (NTUC) conducted training for their members to sensitize them on gender equality and promote gender mainstreaming and developed a gender equality policy.

The main question with respect to the results is whether ILO staff and constituents involved, both at HQ and in the field, are internalising gender issues. In other words, do they, as a result of the gender mainstreaming component see the relevance of gender issues to their subject matter, and do they have the capacity to implement their activities in a gender responsive manner. For now, the answer would have to be that, after one biennium of what is essentially a new institutional structure, it is too early to say. With regard to the OBW, the assessment of the various CPOs in the Arab States, Indonesia, Cambodia, Nepal and South Africa concluded that the existence of a project explicitly devoted to ensuring these Outcomes are delivered in a gender responsive manner, is indeed bearing fruit. Because the ILO Gender Bureau had a budget to assist other departments in gender mainstreaming their Outcomes significantly increases the likelihood that this will occur. The fact that Outcome Coordinators can send an email, or make a telephone call and request assistance, and the Gender Bureau is in a position not merely to offer advice, but in addition offer co-funding is proving to be a powerful tool towards gender mainstreaming. In one respect the function of this gender mainstreaming component is to monitor how the Partnership is integrating gender issues across all Outcomes and to provide assistance to colleagues on how they can more successfully integrate gender concerns. In practical terms this has been done on a day-to-day basis via ad hoc meetings, emails and Skype conversations where specific suggestions on how this can be done are discussed and planned. The very existence of a structure whereby there is an obligation to partner with the Gender Bureau so as to incorporate a gender dimension is having an impact. Through the process of collaboration between the Gender Bureau and the partner units, gender issues are becoming more structurally embedded in the work of these departments.

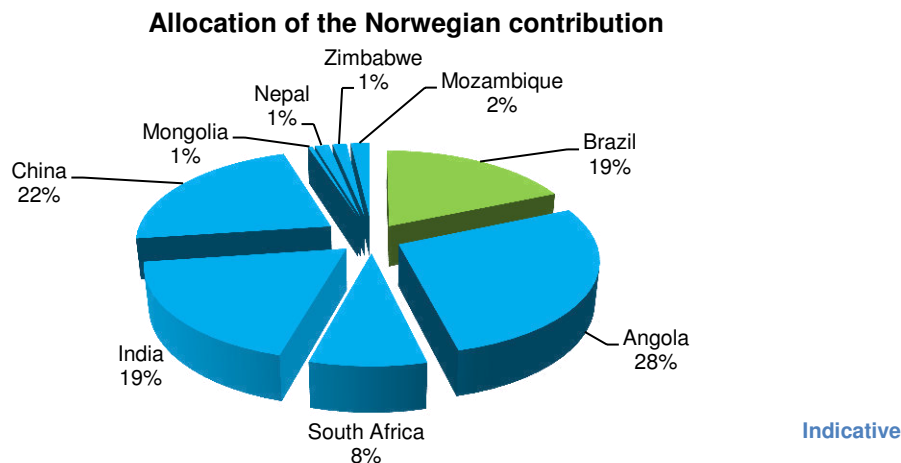
4. Lessons learned (Gender mainstreaming)

With regard to monitoring and evaluation of the individual gender mainstreaming project outcomes, the question is: are these projects meeting their targets? In addition, there is the issue of monitoring and evaluating the success in terms of whether and to what extent the Outcomes have mainstreamed gender. These questions are presently the subject of an evaluation of the Norwegian and Swedish Partnerships. A process evaluation, carried out in late 2013, stated the following in terms of the process applied to the gender mainstreaming:

"Cleverly, GENDER programmed its funds after the other units had completed their programming and, as a result, was able to add to and sharpen the gender focus of existing programmes. The wide network of gender "focal points" makes this approach easier to implement."

5. Norway's contribution to Gender-specific activities

In 2012-13, the allocation to the gender-specific component of the Norway-ILO Partnership was **US\$ 1,664,752**. These resources were utilised by the ILO to support **10 Country Programme Outcomes (CPOs)**.



The scope of work was expanded beyond the original five countries receiving support under different Norwegian funding envelopes since 2010, namely Brazil, Angola, South Africa, India and China (**BASIC**). Given that each of the countries (with the exception of Angola) are the political and economic fulcrums of their respective regions, there was scope to share experiences with neighbouring countries. The choice of these countries was based upon them having actively developed a (CPO) on gender equality within the ILO's system of Outcome-based Work plans. Thus the project has sought to build on the experiences of South African good practices in Zimbabwe; Indian good practice in Nepal; and Chinese good practice in Mongolia. In addition Angolan and Brazilian good practice are being shared in Mozambique given the linguistic links. This seed work has been geared toward laying the basis for future interventions in each country in 2014-15.

6. Norway's contribution to ILO's biennial results 2012-13

Results achieved in 2012-13

All of the work funded by Norway has been linked with CPOs. However it is uniquely in Brazil where the results have been reported in the Program Implementation Report, i.e. where it was decided that the target had been met. In all other countries the CPOs were defined as "pipeline" for the 2012-13 biennium.

Norway's contribution for gender-specific activities in Brazil was in part programmed to support progress towards achieving **Strategic Policy Framework Indicator 17.2**, which aims at improving application of Conventions, principles and rights on non-discrimination. To be counted as reportable, results must meet at least 2 of the following **measurement criteria (MC)**.

1. Convention No. 100 or 111 is ratified or the supervisory bodies have noted with satisfaction or interest progress in the application of the relevant Conventions.
2. New or modified laws, policies, action plans and/or programmes are adopted to bring them into line with international standards on non-discrimination.
3. An awareness-raising strategy on non-discrimination is launched by one or more constituents.
4. A national body with a mandate to address equality issues is established or strengthened.
5. A capacity-building plan for relevant officials on the enforcement and/or promotion of non-discrimination laws and policies is implemented.
6. Systems are strengthened to provide up to date sex-disaggregated data on non-discrimination.

Under this indicator 7 member States achieved a result in 2012-13, including Brazil.

Norway's contribution for gender-specific activities in Brazil was also programmed to support progress towards achieving **Strategic Policy Framework Indicator 5.1**, which aims at promoting more equitable working conditions, especially for the most vulnerable workers. To be counted as reportable, results must meet at least 2 of the following **measurement criteria (MC)**.

1. A national plan of action is adopted by the tripartite constituents covering key priorities on working conditions, including for the most vulnerable workers.
2. New or modified legislation, regulations, or policies, or national or sectoral programmes, are adopted to improve working conditions, including for the most vulnerable workers, in one or more specific areas: maternity protection, work-family reconciliation, domestic work, working time and work organization.
3. An information dissemination or awareness-raising campaign on improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work-family reconciliation, domestic work, working time and work organization.
4. A training strategy for improving working conditions is implemented by one or more of the tripartite constituents in one or more specific areas: maternity protection, work-family reconciliation, domestic work, working time and work organization.

Under this indicator 12 member States achieved a result in 2012-13, including Brazil.

Brazil

CPO BRA103 *"Fortalecimiento de la capacidad nacional de los constituyentes para implementar políticas, programas y acciones para la promoción de la igualdad de género y raza."*

CPO BRA102 *"Contituyentes adoptan medidas para la promoción del equilibrio entre trabajo y familia y de los derechos de los/as trabajadores/as domesticas."*

Ind	MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
17.1	2	The Brazilian government signed during the celebrations of March 8, 2013, the Presidential Decree No. 7959, establishing the 3rd edition of the National Plan of Policies for Women. The plan includes a chapter on equality in the world of work and economic empowerment for women, with actions related to ILO Conventions 156 and 189.	In the area of gender and race program, the ILO provided training for domestic workers, unions and government actors who were part of the delegations in the process of defining the priorities of the National Plan of Policies for Women. ILO also provided technical support to the Secretariat of Policies for Women during the process of the chapter on equality in the world of work and economic empowerment of women. Technical documents produced by the ILO, such as notes on "domestic work", work-family balance," and the study of "negotiation of labour clauses on gender and race" were important inputs for the construction of this National Plan.
	4	The performance of the Secretaries of Policies for Women (SPM) and the Promotion of Racial Equality (SEPPIR) were strengthened. The two secretaries now have the status of ministry and are responsible promoting gender equality and racial-ethnic public policy	The ILO provides technical assistance to these Secretariats. The indicators, studies, diagnoses and policy recommendations, produced by the ILO, such as technical notes on "domestic work", "balance work and family ", and the study on "negotiation of labour clauses on gender and race" are important inputs to the work of such secretaries.
	5	The Federal Data Processing Service (SERPRO) developed a virtual training platform for Gender Equality and Race, Poverty Eradication and Promotion Employment (GrpE). The initiative is part of the government program "Gender Equality and Pro Race" and is addressed to representatives of government, employers, trade unions and other interested institutions.	The 'Gender, Race and Poverty and Employment' training manuals have been reviewed and validated by 30 representatives of workers, employers, and by local and federal government officials and other UN agencies. ILO also supported the diffusion of the initiative among constituents.
5.1	2	The Brazilian Government secured a Constitutional Amendment to expand the rights of domestic workers, equating their rights to other workers (including in regards to maternity leave, additional payment for night work, overtime payment, workday limiting and a benefit mechanism in situations of dismissal).	The ILO held repeatedly technical tripartite meetings and workshops around the theme of domestic work and the C189 documents. The conclusions of these documents and events contributed to the national commitment to review the constitution.

	4	The Ministry of Labour, Employment, Income and Sport of the State of Bahia strengthened capacities of domestic workers leaders and opened discussions on promoting the rights of domestic workers. 30 domestic workers were involved from 15 Brazilian states. " The Brazilian Government, through its Pro-Equality Gender and Race Program applied a training strategy in reconciling working life and family life, aimed at the 80 companies participating in the program. In 2012, the program completed its fourth edition (2011-2012). In 2013, the program began its fifth edition (2013-2014) calling companies and public institutions to join.	The Ministry of Labour, Employment, Income and Sport of the State of Bahia organized the workshop in cooperation with the ILO. ILO Brasilia, which is involved in the management committee of the Pro-Gender Equity and Race Programme since its first edition, has provided on-going technical assistance to the government on the issue of balance between work and family. A workshop was conducted with companies on gender equality and work/family balance where a methodology developed by the Turin Centre was used. The 4th edition of Pro-Equidade Program was completed, by which companies and public institutions commit to develop and implement an action plan to promote gender equality and race. Those institutions who manage to implement 70% of its action plan, receives the Seal Pro-Equidade. 258 constituents were enrolled committed to being trained in the plan's methodology during the biennium.
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Use of Norwegian funds in support of the result

The Norwegian funding contributed in total, or in part to achieve the following:

1. The presidential decree on the National Plan of Policies for Women;
2. The Constitutional amendment expanding rights of domestic workers;
3. The validation and review of the "Gender, Race, Poverty and Employment" training manuals;
4. The Portuguese language version of the manual on "Gender and Labour Inspection" was launched in October 2012 following inputs from ILO officials and constituents from Mozambique, Angola, Portugal, Timor Leste and Brazil itself;
5. The 4th edition of the Pro-Equidade Program;
6. Two studies on domestic workers were produced: a desegregated analysis of employer's household expenses and the profile expenses of domestic workers;
7. A lobbying campaign on domestic workers rights has taken the form of pamphlets, media interviews and leaflets urging ratification by the government of Convention 189. On a more innovative front the ILO has given technical support to the Globo Channel in developing a soap opera in Brazil highlighting the problems faced by domestic workers;
8. The Inter-Trade Unions Department on Studies and Statistics finished the updating its database on Gender and Race Clauses of Collective Bargaining, covering the period from 2010 to 2012.
9. The ILO-Brasilia Office hosted the International Association for Time-use Research conference.

Not reported in ILO's Programme Implementation Report 2012-13

In the following countries, the CPOs supported by Norway were defined as "pipeline" for 2012-13. Significant progress was made to achieve results beyond 2013.

	Country Programme Outcome	Progress
Angola	CPO AG0827 <i>"Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations."</i>	1. 16 men and 7 women labour inspectors were trained on basic gender concepts as they relate to the world of work. 2. To celebrate the International Women's Day in Angola, and using good practice from Brazil, the Ministry of Family and Promotion of Women held a Seminar on Workers with Family Responsibilities for gender focal points in government ministries, the social partners and NGOs. A total of 22 women and men attended. 3. Following an assessment of the opportunities and barriers experienced by women entrepreneurs starting and growing a business, carried out in association with the Women's Entrepreneurs Federation of Angola (FMEA), a training curriculum was developed and 273 women and 4 men entrepreneurs in three different provinces were trained through six training workshop in basic business skills such as account keeping, marketing, and accessing credit. 4. 41 public officials (acting as gender focal points at the provincial level) were trained in ILO approach to promote equal opportunities and treatment at work; and on Angolan legislation and policies on gender equality. 5. The National Women's Committee of Unionised Women's of the National Union of Angolan Workers (UNTA) organized a workshop where domestic workers could share their stories with women and men leaders from government, the social partners and civil society organizations. During the meeting the draft Domestic Workers Bill was shared with constituents and domestic workers alike and recommendations were sent to the Ministry on how the Bill could be improved. 45 women and 9 men attended the workshop. Following the workshop, the Union of Domestic Workers developed and advanced a campaign entitled 'End Modern Slavery'" and began lobbying government and parliamentarians to ratify Convention 189.
South Africa	CPO ZAF155 <i>"Improved institutional capacity to implement sound wage policies."</i>	1. A Participatory Gender Audit Workshop for Federation of Unions of South Africa (FEDUSA) gender audit facilitators was held on November 2013. 15 trade unionists affiliated with FEDUSA participated in the workshop. 2. A training workshop held under the theme <i>"Strengthening the Collective Bargaining Agenda for Gender Equality"</i> for trade union gender coordinators and women negotiators in 2013. A significant outcome of the workshop was the National Launch of the Labour Rights for Women Campaign that has adopted a comprehensive programme to empower women trade unionists to champion the rights of women workers and to lobby for the ratification and broader sensitization of the equality conventions, both ratified and those not yet ratified. 3. ILO support was provided towards the development of draft regulations for the implementation of the equal pay for work of equal value principle contained in the Employment Equity Act. The Employment Equity bill was revised in response to gaps in law and practice identified by the Committee of Experts on the Application of Ratified Conventions and Recommendations.

India	CPO IND128 <i>"Enhanced capacities of the constituents to develop/implement policy, legal and other measures to eliminate discrimination at work."</i>	1. A study on the wage gap between women and men was conducted, following which a methodology Gender Neutral Job Evaluation for Equal Pay was adapted to the Indian context, and constituents trained in how to apply the methodology. 2. 36 tri-partite constituents were introduced to Pay Equity Guide and trained on objective job evaluation in light of ILO Equal Remuneration Convention, C No.100 and Discrimination (Employment and Occupation) C No.111. 3. Following a Supreme Court ruling, the Visakha Judgement, a new law, The Sexual Harassment against Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 was passed by parliament. 4. Step-by-step Guidelines for Labour Commissioners and Internal Complaint's Committees, to prevent and address workplace sexual harassment were formulated in line with the above-mention law. 5. 41 tri-partite constituents were trained on prevention and address of workplace sexual harassment against women at work place as per the Visakha Judgement. 6. 72 Employers from various enterprises were trained on constitution of Internal Complaints Committees (ICC) at their respective enterprises to comply with the newly enacted legislation on Sexual Harassment. 7. 197 Labour Department officials (153 Kolkata and 32 Port Blair) were trained on the contents and the operational aspects of The Sexual Harassment at Workplace (Prevention, Prohibition and Redressal) Act, 2013. 56 Labour Inspectors of Maharashtra state Labour Departments were trained on basic Gender concepts and on understanding Sexual Harassment. 8. ILO and Central Trade Union Campaign against Work place Sexual Harassment was launched in 8 states, Gujarat, Haryana, Kerala, Madhya Pradesh, Rajasthan, Tamil Nadu, Uttar Pradesh, West Bengal. This campaign aimed at equipping 370 organized workers, 14690 unorganized workers and 1075 trade union activists and students, with the information on available legal measures to prevent and address work place sexual harassment.
China	CHN903 <i>"Enhanced advocacy for non-discrimination through equal employment opportunities policies and practices amongst enterprises."</i>	1. Following ILO training and technical advice, a national policy on promoting development of domestic work adopted, in which improving the employment conditions of domestic workers was prioritized. 2. Following ILO training and technical advice, national regulations on Labour Protection for women workers were revised and adopted in April 2012, in which maternity leave was extended to 16 weeks in accordance with C.183; one hour breastfeeding break is provided every day for women returning from maternity leave; and it is prohibited to reduce salary, termination of contract or dismissal of women worker during their pregnancy, maternity leave, or breastfeeding period. 3. To enhance the knowledge and understanding of maternity protection at the workplace, the All-China Federation of Trade Unions (ACFTU) with support of the ILO translated the ILO Resource Package on Maternity Protection into Chinese. 4. The ACFTU developed of a brochure containing 50 Q&A on maternity protection. The brochures were distributed to enterprises and to both female and male workers. 5. The ACFTU negotiated collective agreements for women workers on the right to breastfeeding at the workplace and produced a promotional demonstrating how maternity protection could be achieved. 6. Gender equality was selected as a thematic topic of international trade unions' forum organised by the ACFTU in 2012. 7. The ILO organised a series of Training on Trainers on promoting employment equality, following which the ACFTU improved its training strategy to include issues of equality for women workers through collective bargaining, organising and social protection. 8. A study on company policies and practices on gender equality has been conducted by the project in conjunction with the China Enterprise Confederation (CEC). Following the research, the CEC has been given technical assistance in assessing company policies and practices on gender equality. 9. Through a Training of Trainers methodology, 100 women have been trained in entrepreneurship skills using the ILO's Gender and Enterprise Together (GET Ahead) training tool.
Mongolia	CPO MNG127 <i>"Increased capacity to address non-discrimination and fundamental principles and rights for women and men at work."</i>	The ILO have undertaken a desk review of secondary literature, interviews with ILO constituents, the National Human Rights Council, the Mongolian Women's Fund, members of the National Committee on Gender and relevant gender specialists in other UN agencies to identify gender needs, priorities and institutional capacities on gender equality and decent work in the formal and informal economy. The report, being finalized at the time of writing, will form the basis for work in 2014-15.

Nepal	CPO NPL826 <i>“Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations.”</i>	A training program on the <i>“Participatory Gender Audit”</i> was held for 12 representatives from the different Trade unions of Nepal. Following to this The general Federation of Nepalese Trade Unions (GEFONT) conducted a participatory Gender Audit in their own organization and has developed an action plan for enhancing gender equality in the staffing, structure and outreach of the union.
Zimbabwe	CPO ZWE901 <i>“Gender equality and empowerment that will alleviate poverty and influence social development.”</i>	A high-level meeting of tripartite constituents and UN officials in Harare, Zimbabwe led to an agreement on how the UN Joint Program on Gender Equality (UNJPGE) 2013-15 will incorporate a world of work dimension. Moreover the ILO will oversee the US\$1 million allocated to this component, and can pursue it in line with the goals of the Decent Work Agenda.
Mozambique	CPO MOZ127 <i>“Enhanced implementation of Fundamental Principles and Rights at Work, with a particular emphasis on vulnerable groups.”</i>	A meeting of lusophone gender focal-points was held in Maputo, Mozambique. This meeting served as an exchange of good practices in the spirit of South-South cooperation between Brazil, Portugal, Angola and Mozambique on workers with family responsibilities, maternity protection and domestic workers’ rights. Following the meeting, with support from the ILO’s Bureau for Workers’ Activities, the ILO has commissioned a study on domestic workers in Mozambique. Moreover the Ministry of Labour has undertaken missions to 5 provinces to see how the local administrations could implement prospective regulations of maternity protection and on domestic workers’ rights.

7. Lessons learned (Gender-specific activities)

As described above, only Brazil has been deemed to have met targets in 2012-13. For the other countries it remains work in progress. On a broader level promoting gender equality is permanently a work in progress. Despite significant advances, women continue to experience discrimination in the workplace throughout the world. One quite stark statistic is that at the time of writing only 13 of the 185 ILO member States are led by a woman (7%).

A further lesson is the degree to which the message needs to be tailored, and indeed the contents of the interventions, in accordance with the recipient audience. For example, that the message on combatting discrimination is part of the larger lexicon of trade unions, i.e., that it is part of broader activism for workers’ rights. However, when working with employers’ organizations it is perhaps better to frame it in terms of promoting workplace equality and diversity, and to present it as a strategy that, while grounded in human rights, also has a solid business logic.

PRIDE non-discrimination with focus on sexual orientation and gender diversity

8. Strategy

The ILO is committed to eliminate discrimination in the world of work and to achieve decent work for all women and men. Until recently, discrimination against lesbian, gay, bisexual and transgender (LGBT) persons had not been specifically focused upon by the ILO or the UN system at large. The PRIDE project (*Gender Identity and Sexual Orientation: Promoting Rights, Diversity and Equality in the World of Work*) aims to address this need through identifying the multiple types of discrimination facing LGBT persons in the workplace, disseminating the findings of such research, and working with governments, and workers’ and employers’ organizations to promote rights, diversity and tolerance in the world of work.

LGBT workers face discrimination in the job market, both in terms of access to employment, refusal of employment, dismissals, or denial of training opportunities and promotions because of their sexual orientation or gender identity. Moreover, there is increasing evidence of a pay gap between LGBT and non-LGBT workers. LGBT workers who have same-sex partners rarely enjoy the same benefits as married couples, as in most countries these partnerships are not legally recognized. LGBT workers often lack the right to include partners in company health insurance plans, medical leave guarantees and other benefits. LGBT workers are usually not represented in government structures, employers’ organizations and trade unions, and their particular interests are rarely the subject of social dialogue nor

agreed upon in collective bargaining agreements. Consequently, when they encounter harassment and bullying, the avenues for workplace dispute resolution may be limited.

While the above-mentioned workplace issues are well documented in Western Europe and North America, there is little data on LGBT workplace issues from other parts of the world. Consequently this pilot research was undertaken in **Argentina, South Africa, Hungary and Thailand**; and, at the time of writing, a new phase of research is being instigated in Honduras, Indonesia and Montenegro. The research seeks to identify good practices as well as discrimination faced by LGBT women and men, in respect of Decent Work, namely:

Fundamental principles and rights: identify the gaps and shortcomings in legal provisions and their application which lead to discrimination in the world of work for LGBT persons, and record positive legal systems protecting their rights;

Employment promotion: identify good practice workplaces where diversity and tolerance for LGBT persons is promoted;

Social protection: assess whether social security instruments such as medical care, pension entitlements and other benefits are available to LGBT workers on the same terms as to other workers;

Social dialogue: assess the extent of constituents' knowledge and capacity to raise LGBT issues in tripartite social dialogue fora and collective bargaining processes; and

Assess the particular challenges faced by LGBT workers in relation to HIV and AIDS.

9. Norway's contribution to PRIDE

The total Norwegian allocation to the specific PRIDE component of the Partnership was originally \$340,000. However in late 2012 it was increased to **US\$ 810,459**. The total expenditure for 2012-13 was US\$245,110 since the project is intended to continue until the end of 2014, and many of the research dissemination activities such as stakeholder workshops are yet to take place. Moreover three new country initiatives have been instigated in early 2014. As research on this topic is new to the ILO, it has not been explicitly linked to Country Programme Outcomes but contained a global dimension and 4 country-based initiatives in 2012-13.

Selection of the countries being researched under the PRIDE project was done in consultation with ILO's regional and country offices. The choice was informed by a number of agreed criteria. Firstly, there was a wish to have a geographical spread. Secondly, in view of the sensitivity of the issue, it was deemed prudent to select countries where the research undertaken would have little risk in terms of inducing a backlash or over-reaction. Thirdly, consideration was given to selecting countries where ILO has a field office presence. **Argentina** was chosen by the Regional Office of the Americas to examine whether the legislative process in terms of marriage equality etc., had been matched by real progress for LGBT workers. **South Africa** was selected as it is the only country on the African continent that has explicit legal provisions prohibiting discrimination on the grounds of sexual orientation. **Thailand** has an active LGBT community, and, on the surface appears tolerant to transgender people. It was thought interesting to examine whether this extended to the workplace for LGBT persons. As an EU applicant country, **Hungary** was obliged to introduce laws and regulations outlawing discrimination on the basis of sexual orientation prior to joining the EU in 2004. However media reports since 2010 suggested that discrimination against minorities has been on the rise. It was therefore deemed interesting to look at LGBT workers' rights.

The **global component** was intended to complement the research at the country level, considering the issue of LGBT workplace globally and in particular to give the ILO a voice in the on-going discussion within the UN and beyond on LGBT rights.

10. Results of PRIDE project

Status of research	
Argentina	After on-going consultations, it was agreed that the research would be conducted jointly by an Argentinean social science centre and two grassroots-based LGBT and HIV organizations. This model facilitated inputs both from grassroots LGBT activists as well as high quality academic researchers. Consequently two reports were produced which were then aligned into one.

Hungary	The research combined legal and sociological research (relying on secondary sources) with the collection of primary qualitative data. Six interviews with two public authorities and four NGOs were conducted; and two focus groups (one with gay men and one with lesbians) were conducted. In-depth interviews with representatives of the transgender community were carried out. Moreover, private enterprises with good practices (chiefly international firms) were recorded for publication in the report. Interviews with ILO constituents also formed part of the research.
South Africa	A review of legislation as it pertains to discrimination against LGBT workers has been completed. A series of interviews and focus groups with ILO's tripartite constituents, and with the University of Pretoria, the University of South Africa, OUT Well-being, the Desmond Tutu Foundation on HIV/AIDS, and the Triangle Project have been completed. Furthermore a number of bilateral meetings were held with ILO constituents, particularly organized labour, after the project was discussed in the National Economic Development and Labour Council (NEDLAC). Among the concerns raised, organized labour felt that the research might fail to highlight the discrimination faced by LGBT people in the workplace if gay workers themselves were not interviewed. Taking this into consideration, the terms of reference for the research was amended to replace the good practices case studies of workplaces with personal profiles of workers who were "out" in their workplace. This part of the research will take place in 2014.
Thailand	A legal review was completed based on secondary sources. Furthermore 18 in-depth interviews were conducted with 212 representatives of relevant government agencies, workers' and employers' organizations, LGBT rights advocates, and academics specializing in gender and LGBT issues. To ensure representation of the perspectives and interests of LGBT workers themselves, 10 focus groups were conducted with over 60 respondents (aged 20 to 54) from various sub-groups within the Thai LGBT community.
Global Component	As the first project on the topic of sexual orientation and gender identity in the ILO, several strategies are being put in action for communicating the importance of including the topic on the ILO's agenda. An article introducing the topic was published in the internal ILO's Union Magazine in October 2012, and on the International Day Against Homophobia and Transphobia (May 17th). In both 2012 and 2013 the ILO Director General made statements condemning this type of discrimination and referred to the ILO's research under the Norway-ILO Partnership. The Gender Bureau liaised with the ILO Staff Union and with the Human Resources Department's director to devise an internal "<i>Tolerance survey</i>", disseminated to all 3,500 ILO staff in Headquarters and field offices, during November 2012. The Gender, Equality and Diversity (GED) Branch is in addition exploring ways of knowledge-sharing and dissemination of PRIDE project results. In this respect GED hosted a Special Symposium at the International Labour and Employment Relations Association's European Conference in June 2013 where the results of the research in Hungary were presented. In addition, GED is also working towards a series of seminars at the ILO, inviting speakers on the topic of LGBT rights in the broader context of human and workers' rights. Finally, a "<i>For Information</i>" paper was presented to the October 2013 session of the ILO Governing Body in which the work on sexual orientation and gender identity was outlined for the first time.

Results of the country-based research: While national contexts differ, there are some common themes emerging from preliminary research findings, namely:

- Discrimination and harassment are commonplace for LGBT workers. Discrimination often begins in education, which hampers future employment prospects. It continues in access to employment and throughout the employment cycle.
- Legislation protecting the rights of LGBT workers is often absent. When laws do exist, they are often poorly applied.
- Discrimination, harassment and exclusion from the labour market often happen on the basis of non-conformity with preconceptions of how women and men are expected to behave. Often women who are perceived to be "*masculine*", or men who are perceived to be "*feminine*", in behaviour or appearance, suffer discrimination or harassment on the basis of their perceived sexual orientation.
- The majority of LGBT workers choose to conceal their sexual orientation in the workplace, which causes stress and can have negative consequences for productivity and career progression.
- Transgender workers appear to experience the most severe forms of workplace discrimination. Among these issues are the inability to obtain identity documents reflecting new sex and name, reluctance of employers to accept their new sex, and increased vulnerability to bullying and harassment by their colleagues. In many cases, transgender workers are completely excluded from formal employment, and are highly vulnerable to HIV infection.

At the time of writing a number of issue briefs, based upon the results of the country research, are being finalised. The briefs are being organized thematically under each of the five research areas (see Strategy above).

Results of the ILO Tolerance Scan: The findings show that openness at work is not a given. Only 19% of LGBT respondents are “*open to everyone*” at the ILO. A negative effect on career progression, including non-renewal of contract, being treated differently, and experiencing discrimination, were the chief reasons for not being open. Being open is of course not a requirement, but a personal choice, at work and in life. What the survey is illustrating is that the decision not to be open is being influenced by fear, which can result in a workplace problem.

Nine potential cases of discrimination were reported by LGBT respondents in the survey. Respondents pointed out that jokes and workplace banter sometimes occur at the expense of LGBT people; only 10 per cent of LGBT respondents are fully confident that if discrimination or harassment cases were reported, that these would be taken seriously by the relevant authorities.

At the same time, 90 per cent of heterosexual survey participants report being comfortable with the idea of working with an LGBT colleague or boss, with some reservations expressed towards working with a transgender colleague or boss. Similar acceptance is expressed when evaluating positive and negative statements relating to LGBT persons. The two findings display a paradox: the results clearly present a tolerant attitude among the vast majority of respondents, alongside fear of being open at work on the part of LGBT respondents.

A number of respondents pointed out that discrimination against LGBT workers in the ILO, and the UN system as a whole, is reinforced and exacerbated by the policy relating to partner status. At the time of writing, an LGBT ILO official is only entitled to pension and health benefits for his/her partner if this would ordinarily be the case in their country of origin.

11. Lessons learned

This component of the Partnership has yet to be evaluated, likely at the end of 2014. Moreover the lessons learned are of course chiefly the results of the research, as outlined above.

Being the first project of its kind for the ILO, defining the scope of the research was uncharted territory and the mode of selecting researchers differed across the different countries, as did the level of ability to follow-up technically at field offices. The research also faced the obstacle of constituents being either disinterested or suggesting that the issue was not relevant to the workplace

Outcome 19 Member States place an integrated approach to decent work at the heart of their economic and social policies, supported by key UN and other multilateral agencies

1. Outcome strategy

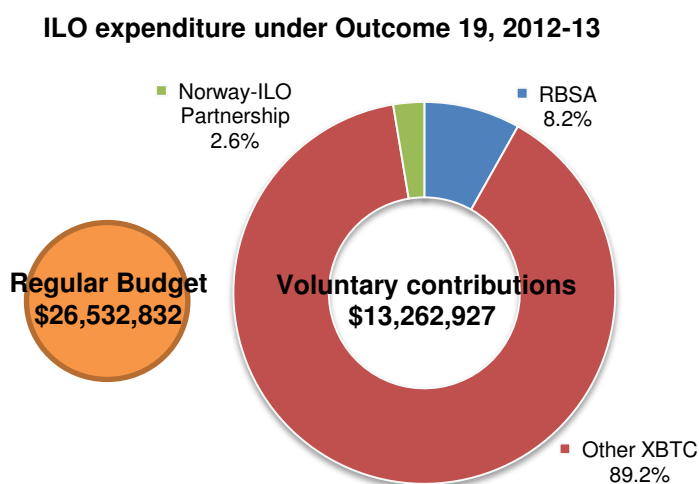
Outcome 19 focuses on fostering Decent Work outcomes in member States through an integrated approach. This requires policy coherence and active partnerships at all levels, including work with other international and regional organizations with mandates in related fields, in order to promote the Decent Work Agenda.

The Strategy for 2012-13 focussed on advocating for the integration of employment and decent work into sustainable crisis recovery policies on the international and national levels, building on positive post-crisis engagement with multilateral and regional bodies, including the G20, and earlier work on inequality and fair globalization. Priority was given to improving knowledge about the relationship between macroeconomic performance and labour market outcomes as the foundation for timely policy advice. Within the framework of the Office-wide knowledge initiative, further development of decent work indicators in member States and the production of decent work country profiles were also pursued. This included efforts to build the statistical capacity of ILO member States.

The Office sought to enhance partnerships with UN and other agencies, especially those with mandates related to the Decent Work Agenda, such as the UNDP, the IMF and the World Bank. This included the development of joint programmes and training materials at the country level through UNCTs and joint research, for instance with the IMF on the Social Protection Floor and employment-led growth. Cooperation with other UN agencies to improve prospects for achieving the Millennium Development Goals by 2015 through the MDG Acceleration Framework, the UN Joint Crisis Initiatives, and other programmes was also foreseen.

2. Norway's contribution to Outcome 19

In 2012-13, the ILO spent a total of **US\$ 39,795,759** in support of Outcome 19. Of this amount, US\$ 26,532,832 was provided through the Regular Budget (RB), US\$ 1,081,504 through the fully un-earmarked Regular Budget Supplementary Account (RBSA) and US\$ 12,181,423 through earmarked Extra-Budgetary Technical Cooperation (XBTC)⁹. Norway's contribution of **US\$ 439,830** is recorded under XBTC and amounts to **2.6 %** of ILO expenditures on Outcome 19 (voluntary contributions). Norwegian resources were utilised by the ILO to support **1 Global Product and 4 country-based initiatives**.



The Global Product *"Policy Dialogue for crisis recovery and economic development"* built on the successes of the previous biennium through technical support for international conferences and workshops to promote policy coherency and the Decent Work Agenda. An important outcome of this has been an increased recognition of the need to consider both the demand and the supply sides of labour markets in formulating macroeconomic and employment policies. The 2012 ECOSOC Ministerial Declaration and Resolution on Poverty Eradication (September 2012) reaffirmed that *"employment creation and decent work should be incorporated into macroeconomic policies, taking into full account the impact of the social dimension of globalization"*.

⁹ Source : [Programme Implementation Report 2012-13](#), p.17

The Office's greater focus on evidence-based policy analysis and research also bore fruit in this regard. The Leaders Communiqué of the G20 Summit in St. Petersburg (September 2013), tasked the ILO, along with other international organizations, to continue to identify and analyse effective measures for more inclusive labour markets. Experience over the last two years confirms that this type of advocacy and communication backed by evidence-based research and analysis is essential, particularly as the negotiations on the Post-2015 development goals move into full swing. In addition, the Norway-ILO Partnership supported the continued joint policy work and conferences with the IMF in 4 countries, **Dominican Republic, Zambia, Bulgaria and Romania** as follow-up to the ILO-IMF Conference in Oslo (September 2011).

The country selection was made in consultation with the International Trade Union Confederation (ITUC) and based on the specific requirements for the IMF-ILO collaboration agreement.

3. Norway's contribution to ILO's biennial results 2012-13

Results under Outcome 19 are measured through a set of indicators outlined in the ILO [Strategic Policy Framework 2010-15](#). Since the Norwegian funding for country-based initiatives was used to support joint policy work and conferences with the IMF, it was not linked to Country Programme Outcomes under Indicator 19.1.

Outcome 19 Indicators	Target by 2015	Results by 2013*
19.1 Number of member States that, with ILO support, make the goal of decent work increasingly central to policy-making	50	24
19.2 Number of key international agencies or multilateral institutions that, through collaboration with the ILO, mainstream decent work in their policies and programmes	15	7

*Cumulative total results from two biennia (2010-11 and 2012-13)

Results achieved in 2012-13

The policy dialogue between the ILO and the IMF at the global level and the country-level, contributed to a better understanding between the two organizations. One result is the acknowledgement by the IMF of the need for cooperation with the ILO on a number of structural issues related to labour market reforms, tripartite labour relations and social protection schemes. This was stated in the IMF's ["Guidance note on jobs and growth issues in surveillance and program work"](#) issued in November 2013. The paper suggests early consultations with trade unions on Fund-supported programs as well as regular meetings as part of IMF Article IV consultations in various countries. This is an opportunity for greater interaction and cooperation between the Fund, the ILO and its tripartite constituents.

In the target countries, the experience was mixed. In the successful cases, **Zambia and Dominican Republic**, among the outcomes were continued open exchanges between ILO and IMF staff operating in the country as well as regular meetings between IMF country missions and trade unions. There were other positive *"spillovers"* for the ILO. In the Dominican Republic, for instance, it was possible to broaden the scope of technical cooperation activities, to launch a new partnership with the central bank on improving labour market statistics and to reach out to the President's Office and other ministries on employment policy design.

With regard to the UN system, the Project focused on working in cooperation with the United Nations Department of Economic and Social Affairs to strengthen the analytical background and widen the consultations underlying the ECOSOC Annual Ministerial Review on *"Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the MDGs"*. The outcome was the adoption of a [Ministerial Declaration](#) at the July 2012 ECOSOC High-Level Segment, which acknowledged the leading role of the ILO in promoting productive capacity, employment and decent work. The Declaration spelt out core elements of policy packages for sustainable, inclusive and equitable economic growth. It also called for greater national and international policy coherence and stressed the importance of keeping full, productive employment and decent work as a key cross-cutting theme within the UN, suggesting it should be a main item in the Post-2015 discussion.

The launch of a vast programme of consultations on the desired features of the Post-2015 global development agenda provided a new major opportunity to mainstream ILO issues within the UN and the international development community. Thanks to project support, the ILO joined UNDP in organizing the first global thematic consultation on the topic of [*“Growth, Structural Transformation and Employment”*](#) in Tokyo (May 2012) and acted as a co-leader of the Post-2015 Thematic Cluster on Growth and Employment, under the guidance of an Advisory Group comprising representatives of other international organizations, trade unions, employers’ organizations and major NGOs.

One main outcome was the preparation of a report on [*“Growth and employment in the Post-2015 agenda: Messages from a global consultation”*](#) launched by the ILO’s Director-General in New York (September 2013). The report made an important contribution to the post-2015 debate by means of highlighting the priority of employment, decent work and inclusive growth; recommending the adoption of a stand-alone global goal; suggesting possible targets and indicators and discussing the policy means to achieve them.

For both streams of work - IMF and UN - Norwegian funds have been critical in providing resources to prepare high-quality analytical and research inputs; in strengthening ILO capacity for wider advocacy and outreach; in building capacity of representatives of employers and trade unions and supporting their meaningful participation.

4. Lessons learned

Lessons learnt from the ILO-IMF pilot country programmes on social dialogue for economic recovery point to several elements that are necessary for success and should be considered in order to replicate the experience in other countries:

- The need for careful planning and a deliberative process for the selection of countries;
- Close communications between the ILO and the Fund in the implementation;
- Time to build trust between the two teams and prepare and define the issues in a constructive and well-argued manner;
- Support to trade unions and employers to help them articulate their positions;
- Sufficient resources in terms of skills and energy.

Follow up is in the hands of national participants and the outcome is not easily predictable.

1. Strategy

The Norwegian funding for the Middle East and North Africa region (MENA) has been programmed as part of the ILO response to the challenges in the Arab World under the overall framework of “*Creating opportunities for people while empowering and protecting the most vulnerable*”. Three areas have been prioritized for the allocations of funds to selected Country Programme Outcomes (CPOs).

Addressing youth unemployment: Youth unemployment rates in Arab region remain the highest in the world. Although Arab economies have been growing, this growth has either failed to create enough jobs, or created low quality jobs that are avoided by educated Arab youth and filled by migrant workers. The ILO strategy in the region supports the development of entrepreneurship programmes and skills development for young people, including the development of national action plans on youth employment.

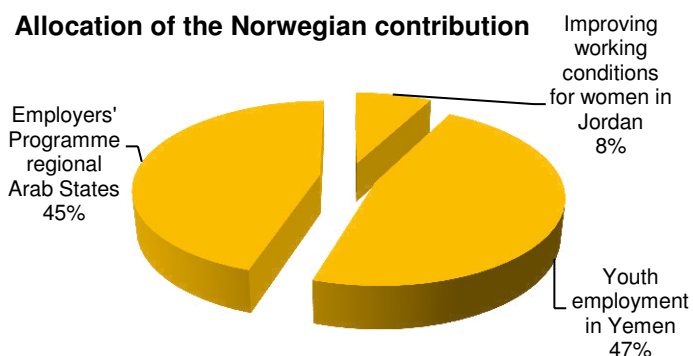
Supporting social dialogue and employers’ organizations: Chambers of Commerce across the region often lack the necessary understanding of the role organizations representing employers should play vis-à-vis policy makers and other stakeholders such as unions. Their internal structures are often not equipped to carry out core functions. Their governance structures can act as an obstacle to more effective engagement by the private sector. Additionally, they can lack the capacity to effectively assess the environment for enterprise growth in terms of providing evidence based proposals to tackle constraints. As a consequence dialogue between representative organizations of the private sector, the government and other stakeholders often lacks substance, can be confrontational and falters in finding constructive solutions. Interventions funded by Norway aims at increasing the policy capacity of the Chambers to engage in evidence based policy dialogue and create an enabling environment for sustainable enterprise and employment.

Enhancing the integration of women in the labour market: Underlying causes and barriers to women’s participation, such a gender pay gaps, requires sustained attention. Despite the long-standing commitment of ILO member States, including the social partners, the application of the principle of equal pay for work of equal value still faces considerable difficulties, in part because of a lack of understanding of the scope and implications of the concept of “*work of equal value*”. Since men and women tend to work in different occupations within the same sector, and sometimes in different sectors, understanding this concept is crucial if pay equity is to be achieved in practice. In the Arab region, where women have the lowest rates of labour force participation in the world and where employment patterns exhibit considerable gender segregation, adequate attention to this concept is of particular importance. To support application of the principle of “*equal remuneration for men and women workers for work of equal value*”, ILO Convention No. 100 states that measures can “*be taken to encourage the objective appraisal of jobs on the basis of the respective tasks they entail*” (Article 3).

2. Norway’s contribution to MENA

For 2012-13, the allocation to the MENA component of the Norway-ILO Partnership was **US\$ 1,664,752**. These resources were utilised by the ILO to support a regional programme for the Arab States on strengthening employers’ organizations and 2 country-based interventions in Jordan and Yemen on improving working conditions for women and youth employment respectively. In total **6 Country Programme Outcomes (CPOs)** were targeted with Norwegian funding.

Allocation of the Norwegian contribution



The purpose of the **regional programme** was to strengthen employers’ organizations. It is based on two main components. First, provide participating Chambers of Commerce with a clear understanding of their basic roles and responsibilities in an emerging and new context. A “*Chamber Literacy*” programme was the main component of the first objective. Second, assist these organizations in developing proactive national policy agendas to create

employment through enterprise policies, and equip them with the capacity to engage in effective policy and social dialogue. To achieve the second objective, a series of national Enabling Environment for Sustainable Enterprises reports (ESEE) were commissioned. These reports assess and analyse the key current binding constraints on enterprise and employment growth. These ESEE reports form the basis for capacity building efforts of the Chambers, both nationally and regionally.

In complement to ILO RBSA funds, Norwegian funding was used in **Yemen** for youth employment considering its status as the only LDC in the Arab States region. ILO interventions aim to support the capacity of skills training providers and business development service providers to improve the employability and the entrepreneurship capacity of young women and men in Yemen.

Jordan has one of the lowest labour market participation rates in the Arab region, estimated at 40% overall (66% among men and only 14% among women). Even though 23% of the active population of Jordan are women, they are poorly represented in public and political life of the country. This despite the fact that women's participation rate in education exceeds that of men on account of a combination of factors including short maternity leave, lack of on-site childcare, inequitable retirement policies, lack of public transport, continued underpayment of jobs with high women concentration and a significant, persistent pay gap between men and women. The need for closing the gender pay gap has been identified as a priority in the Jordanian National Employment Strategy as well as the National Women Strategy (2011-15). Interventions supported by Norway's contribution aim at the effective implementation of the principle of equal pay for work of equal value in Jordan. It adopts a three-pronged strategy (1) lobbying for the amendment of national legislation in line with ILO Convention No. 100; (2) developing the capacity of ILO constituents in Jordan to undertake gender-neutral job evaluations, and (3) raising awareness and sensitizing constituents, authorities and the general public on pay equity issues.

3. Norway's contribution to ILO's biennial results 2012-13 in MENA

Results achieved in 2012-13

Outcome 9: through the regional programme, Norway's contribution was in programmed to support Outcome 9 (strengthening employers' organizations) in the MENA region. Under all 3 relevant SPF Indicators, 1 CPO from the Arab States was reported as achieving a result in 2012-13. This CPO (Occupied Palestine Territory, PSE801) was supported by Norwegian funding and linked to **ILO Strategic Policy Framework Indicator 9.1**, which aims at strengthening management structures and practices of national employers' organizations. To be counted as reportable, results must meet the following **measurement criteria (MC)**:

1. A strategic plan for the employers' organization is endorsed, as documented in the proceedings of its board or equivalent document.
2. A capacity-building programme is implemented for both managers and staff of the employers' organization in line with the strategic plan.

Occupied Palestine Territory CPO PSE801 "Strengthened institutional capacity of employers' organizations"

MC	Result, as per <u>ILO Programme Implementation Report</u>	ILO contribution
1	The Federation of Palestinian Chamber of Commerce and Industry (FPCCIA) developed its 2013-2015 organizational strategic plan, which was endorsed by its board and presented to all other Palestinian Chambers that are Members of FPCCIA in August 2013. The plan identifies the organizational vision and specific objectives to be achieved including the introduction of annual Key Performance Indicators.	The ILO provided technical and financial support to FPCCIA in conducting a capacity assessment in cooperation with board and staff members in a workshop in April 2013, and in developing and adopting its strategic plan.
2	A list of priority reforms was developed by FPCCIA, including the establishment of a Policy Unit supported by an Economic and Legal Officer. These initiatives are based on the recommendations of the capacity assessment report and are in line with the strategic plan.	With support from the ILO, an Economic and Policy Officer was recruited who formulated and drafted this strategy in coordination with the President of FPCCIA and the Board.)
Use of Norwegian funds in support of the result		
Norwegian funding supported the capacity assessment and follow up mission, as well as technical assistance through the Economic and Policy Officer.		

Not reported in ILO's Programme Implementation Report 2012-13

Outcome 9 (strengthening employers' organizations): through the regional programme, Norway's contribution was programmed to support three other CPOs, linked to SPF indicator 9.3, which aims at enhancing capacity for employers' organizations to analyse and influence the business environment.

	Country Programme Outcome	Progress
Arab States	RAB801 <i>"Strengthened institutional capacity of employers' organisations"</i>	A regional symposium and capacity building workshop was organised in November 2012. A total of 22 participants from the region participated (Employers' Organizations Management Staff and Board Members). The two main objectives were of an introductory nature: lobbying and advocacy, service provision to members, good governance, membership increased, representativeness and revenue building. A regional workshop on advocacy, lobbying and communication was held in Amman in December 2013, with 12 participants, representing Employers Organizations in Jordan, Palestine, Yemen, Oman and Iraq. Participants were acquainted with the concepts/ importance of advocacy and lobbying, as an effective vehicle for improved efficiency. They were also familiarized with successful best practices of advocacy and lobbying in other countries and the consequent economic and social benefits gained.
Jordan	JOR801 <i>"Strengthened institutional capacity of employers' organisations"</i>	A membership survey was conducted and helped identify important gaps in the services to members of the Jordan Chamber of Industry (JCI) and the main obstacles to industrial enterprises growth. An independent assessment was conducted, which included a review of the JCI's current operational capacity in terms of meeting the needs of business in an evolving situation and also the external environment in which these organizations operate. JCI was actively involved in the development of the country's Decent Work Country Programme 2012-2015; JCI actively involved in the discussions on amendments in the legislation on social security, pay equity and child labour.
Oman	OMN801 <i>"Strengthened institutional capacity of employers' organisations"</i>	The Oman Chamber of Commerce and Industry (OCCI)'s capacity was enhanced to engage in policy dialogue with its members and all stakeholders including government on issues related to strategies and policies using the ILO EESE tool. OCCI adopted key recommendations of the assessment report; A strategic action plan that served as an actual management tool for internal restructuring was developed by OCCI with concrete time frame for deliverables. OCCI worked on the internal restructuring of its human resources for increased efficiency at work. This resulted in revising job descriptions and administering retention tools including motivation schemes and training programs for employees. OCCI adopted ILO recommendations regarding improving the efficiency of its board and representativeness of members. A draft regulation amending the existing Chambers' law was enacted and OCCI board member elections took place in February 2014. The new regulations ensures the 22 board members are all elected rather than one third being appointed.

Outcome 2 (with a focus on youth employment): through the programme in Yemen, Norway's contribution was programmed to support youth employment, activities were linked linked to **Strategic Policy Framework indicator 2.5**, which aims the promotion of productive employment and decent work for young women and men.

	Country Programme Outcome	Progress
Yemen	YEM156 <i>"Skills based gender sensitive market relevant economic empowerment programmes for youth contribute to a smooth transition phase."</i>	With ILO technical support, the National youth employment action plan 2014-2016 was launched in September 2013. It aims at reducing the high unemployment rate among young people who make up about one third of the Yemeni Population. The Mubadara training programme, which equips Yemeni graduates with fundamental business skills and techniques to plan for and establish a sustainable and successful enterprise, has been launched in 8 universities. The ILO prepared and adapted 13 Modules of the Mubadara programme and conducted a series of Trainings for Trainers for teachers. Competency Based Training (CBT) was introduced at Ministry of Technical Education and Vocational Training and with 2 private sector providers. The ILO conducted rapid assessments on jobs in demand and on training needs of training providers across the target governorates of Sana'a, Hadramaut and Aden. Training of Trainers was conducted for 21 instructors on the CBT methodology, based on a draft manual designed based on experiences in Gaza, Lebanon and Iraq.

Outcome 17 (Discrimination in employment and occupation is eliminated): Norway's contribution was programmed to support the CPO in Jordan, linked to **Strategic Policy Framework indicator 17.1**.

	Country Programme Outcome	Progress
Jordan	JOR152 <i>"Improved working conditions of women in the labour market"</i>	Pay equity is integrated in the National Employment Strategy for 2012- 15 and an Action Plan for Pay Equity is developed. Increased awareness was achieved for over 30 Jordanian Members of Parliament, Senators, ILO constituents, and 40 law practitioners on proposed amendments to the labour law in relation to non-discrimination and pay equity during a series of meetings (Dead Sea July 2013, Amman October and December 2013) An official position paper was adopted by the National Committee on Pay Equity (NCPE) reinforcing recommendation for amendments to the labour law. ILO provided technical assistance for implementing with the NCPE: • A policy-oriented legal review prepared to document obstacles to effective implementation of ILO Conventions Nos. 100 and 111, and to propose amendments to current legislation. • An in-depth study on Gender Pay Gaps in the Private Education Sector. • An advocacy and media campaign through a pay equity website, a Facebook page, a video and dissemination of informational materials. • An educational video <i>"Towards equal pay for work of equal value"</i> in Jordan presenting a real life case was produced in light of a study by the National Steering Committee on Pay Equity (NSCPE) and ILO on pay discrimination in private schools and universities in Jordan.

4. Lessons learned

An evaluation exercise, conducted in March 2014, has provided the following preliminary findings:

The **regional programme on strengthening employers' organizations in the Arab States** experienced significant delays in project implementation with full project staff only in place one year after project launch. The number of countries was drastically limited since initially 7 countries were foreseen: 2 never commenced technical activities, 1 country withdrew for reasons related to the political situation in the country, and 1 country had a difficult security situation, which limited the scope for technical work to be done. Based on the past technical work in Oman, legitimate considerations and prospects for possibilities to embark on more work at the country level in the Arab region seemed to be realistic. In retrospect, there should have been deeper consultations with Saudi Arabia and Lebanon on their engagement in the project. The project design and its validity appear to have been somewhat overambitious, and with too much focus on regional events. This has been addressed in the revised design of technical activities for the extension in 2014. Constant adjustments will invariably be needed throughout 2014 and 2015, corresponding to complex national situations (political, security, e.g., the Syrian refugee crisis impact).

The **youth employment initiative in Yemen** made a positive change in the teaching style and methodology used by the teachers. Consequently, this has substantially increased the interest and motivation of students from different backgrounds who feel more confident in the likelihood of finding employment or to be engaged in self-employment. A second phase of the initiative would be needed to consolidate current achievements, finalize pending activities and enhance the impact and sustainability of the initiative. This is especially important given Yemen's fluid and unstable political and security environment whereby it is imperative to engage the country's youth in employment generation activities to prevent them from becoming increasingly alienated.

Status of mid-term evaluations Norwegian Partnership 2012-15						
Outcome	ToR drafted & approved	Consultant hired	Data collected	Draft report received	Report finalized	Comments
Outcome 3: Sustainable Enterprises (Green Jobs)	NA	NA	x	x		Below threshold for independent evaluation. An initial self-evaluation has been included in ILO's result report awaiting a more detailed self-evaluation report.
Outcome 8: HIV/AIDS	x	x	x	x		The literature review, field missions and interviews with stakeholders have been completed. Draft report expected by end of April 2014.
Outcome 9: Employers' Organizations	x	x	x	x		A draft report has been received and is being circulated to stakeholders for comment
Outcome 10: Workers' Organizations	x					A TOR has been drafted and approved with substantial inputs from EVAL. The evaluation is scheduled for May.
Outcome 11: Labour Administration	x	x	x	x		The consultant submitted a first draft for comments April 12
Outcome 14: Freedom of Association	x	x	x			Consultant completed field visits on April 7. A first draft is expected by the third week of April
Outcome 17: Discrimination at Work (focus on Gender)	x	x	x			Consultant completed field visits on April 7. A first draft is expected by end of April
Outcome 19: Mainstreaming Decent Work	NA	NA	x	x		Below threshold for independent evaluation. An initial self-evaluation has been included in ILO's result report awaiting a more detailed self-evaluation report.
MENA (Middle East and North Africa)	x	x	x	x		Two evaluations were implemented for the two initiatives funded by Norway, one was a self-evaluation and the other was an internal one.