

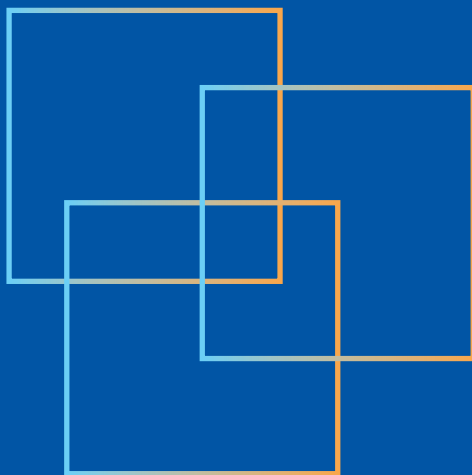


International  
Labour  
Office  
Geneva

# United Nations reform and the International Labour Organization

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## Questions and Answers



## **United Nations reform and the International Labour Organization:**

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## **United Nations reform and the International Labour Organization: Questions and Answers**

International Labour Office (ILO)  
Department of Partnerships and Development Cooperation (PARDEV)  
Bureau for External Relations and Partnerships  
Geneva

## What is meant by “United Nations reform”?

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United Nations reform is a process of improving and revitalizing the way the United Nations (UN) and its specialized agencies, funds and programmes work and fulfil the duties foreseen in the United Nations Charter and the Follow up to all United Nations Conferences, Agreements, Treaties, Conventions, and Goals. The objective is to enhance the United Nations’ role and relevance in the international arena by increasing policy coherence, effectiveness and efficiency, while eliminating duplication among its agencies. The UN reform process started in the 1990s, when the term used was “Strengthening of the United Nations”. UN reform gained further momentum following the 2005 UN World Summit, which reaffirmed the Millennium Development Goals and the need for streamlining the work of the United Nations and its specialized agencies.

## What is the United Nations Development Assistance Framework (UNDAF)?

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The United Nations Development Assistance Framework (UNDAF) is a strategic framework for the operational activities of the UN system at the national level. It was launched in 1997. It exemplifies a country-driven, collaborative and coherent response by the UN system to the development challenges facing the country. The UNDAF outlines the key development objectives and strategies for cooperation between governments, UN agencies and its partners. The 2009 UNDAF guidelines contains the **Five key programming principles** that should guide the work of United Nations Country Teams (UNCTs). These principles are: (1) Human Rights Based Approach (HRBA); (2) Gender Equality; (3) Environmental Sustainability; (4) Capacity Development;

and (5) Results Based Management. The ILO is actively engaged in discussions on how to make operational each one of these principles at the national level. Regarding the Human Rights Based Approach, the ILO has promoted the inclusion of International Labour Standards in UNDAF process. When it comes to Gender Equality, the ILO Participatory Gender Audit Manual and Gender Score Card have been recognized as key tools for gender mainstreaming at an operational level. Finally, on environmental sustainability, the ILO has been active, along with United Nations Environmental Programme (UNEP), in promoting “green jobs”, as part of the “Global Green Deal”. The importance of a green economy and the creation of green jobs has also been acknowledged in the October 2009 guidance note for mainstreaming environmental sustainability in country analysis and the UNDAF.

The UNDAF guidelines also include the CEB Toolkit for Mainstreaming Employment and Decent Work - an instrument that highlights the growth-poverty-employment nexus and ways the UN System can influence the adoption of pro-employment and decent work friendly policies (see box below). This is a system- wide recognition of the importance of decent work and productive employment in the daily work and operations of the UNCTs.

Initially called a “common operational document”, the UNDAF Action Plan sets the basis for the agreement and the workplan for all parties concerned. The UNDAF Action Plan is a programming document, which anchors the actions of UN Agencies within the agreements with the government. The UNCT, led by the Resident Coordinator (RC), provides the management structure responsible for the implementation of the UNDAF.

Participation in the UNDAF process enables the ILO to further strengthen its capacity to fulfil its mandate of promoting Decent Work – full and productive employment for all. Through their contacts with the ILO office, the UNCT and the RC, as well as through consultations with the civil society, the ILO's social partners have an opportunity to ensure that their interests are taken on board.

## How is the international development environment currently changing?

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Today, development effectiveness calls for more coherent and coordinated work by the UN at the country level. The UN must demonstrate greater alignment with national priorities and country systems, harmonization among development actors, including shared analysis, simplification of procedures, transparency and accountability in aid management for development results. The **2005 World Summit Outcome Document** approved by the General Assembly sets the bar for UNCT performance. Building on the results of the 2004 and 2007 **Triennial Comprehensive Policy Reviews**, the **2005 Paris Declaration on Aid Effectiveness**, and the **2008 Accra Agenda for Action**, country ownership, government leadership and participation in analytical processes and in the operationalization of the UNDAF is a must. The **UNDG Action Plan on the implementation of the Paris Declaration** and the policy paper on the **UN Response to the Changing Aid Environment (2008)** outline specific commitments to promote UN effectiveness. Supporting country capacities to manage development resources, including aid, and delivering on development results remains one of the most important mandates of the UN system at country level (UNDAF Guidelines, 2009, [www.undg.org](http://www.undg.org)).

## What is the “Delivering as One” initiative (DAO)?

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The “Delivering as One” (originally called “One UN”) initiative aims to bring together resources and rationalize operations by drawing on the strengths of different members of the UN family so that they can deliver in a more coherent and coordinated way at the country level. The objective is to ensure faster, more effective and more efficient development operations and accelerate progress to achieve all internationally agreed development goals, including the Millennium Development Goals. In other words, it refers to a UN development system that delivers more and better for the world’s poorest and most disadvantaged.

The “Delivering as One” initiative stems from the recommendation of the **Secretary-General’s High-Level Panel on UN System-wide Coherence** (2006), which included a group of heads of state and policy makers tasked to examine ways to strengthen the UN’s ability to respond to the challenges of the 21st Century. Following the Panel’s recommendations, since January 2007, new forms of country-level cooperation in programming and coordination, as well as more unified business practices, are being tested in eight pilot countries – Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam ([www.undg.org](http://www.undg.org)).

One UN is a significant development, particularly regarding the manner in which the UN agencies are working in the pilot countries. It comprises the following ideas:

**One leader:** The UN has one “spokesperson” and leader - the Resident Coordinator (RC) – who manages “One UN” country programme.

**One common programme:** The UN signs one programme - the UNDAF – with the country that provides for joint programming, and a common operational document (now called a “UNDAF Action Plan”) that guides the UN Country Teams (UNCTs).

**One budgetary framework:** The UN and all specialized agencies, as well as donors, pool their resources at the national level.

**One office:** Whenever possible, convenient, affordable, and secure, the UN agencies are housed in one single building. This is being tried in several countries.

### **One UN Programme in Uruguay**

- The “One UN Programme” in Uruguay is based upon the UNDAF for Uruguay and is focused on (i) state reform, (ii) decentralisation, citizens’ participation, social cohesion at territorial level, and (iii) poverty reduction and inequalities eradication and human rights.
- The Steering Committee of the “One UN Programme” is charged with the strategic allocation of resources from the “One UN Coherence Fund”.
- Decent work is referred to in the programme document, reflecting the inter-agency thematic areas under which employment will be addressed during the course of programme implementation.
- There are ten thematic windows out of which eight have been designed with ILO inputs.
- The Government of Uruguay added three thematic areas to the Joint Programme: (1) strengthening state capacity to plan development strategies; (2) strengthening social public policies, social inclusion programmes and fight inequality and discrimination; and 3) promoting citizen participation and local development; the last two for which the ILO has a significant comparative advantage.

## What are the key UN coordination bodies and mechanisms?

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**A**s part of the reform process the UN agencies have set up a series of coordinating bodies and mechanisms to promote policy coherence, improve impact and reduce overlap. The system works at the international, regional and national levels.

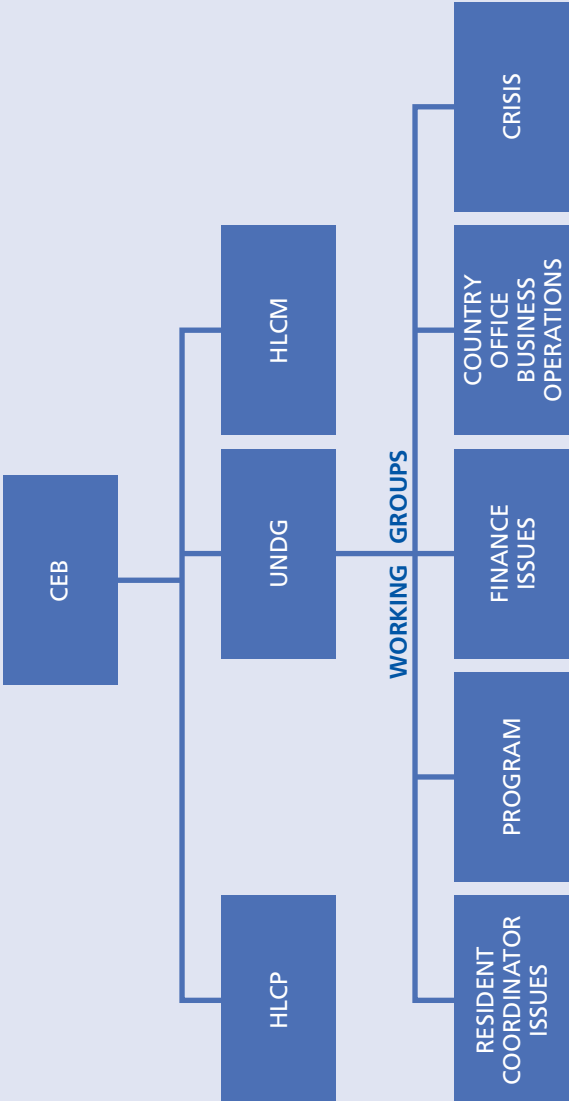
### At the International Level

**CEB** - The UN Chief Executives Board for Coordination (CEB) brings together on a regular basis the executive heads of the organizations of the United Nations system, under the chairmanship of the Secretary General of the United Nations. The CEB furthers coordination and cooperation on a whole range of substantive and management issues facing United Nations system organizations. The CEB has set up three pillars to further its mandate, the HLCP, the HLCM and UNDG.

**HLCP** – The High Level Committee on Programmes (HLCP), established by the CEB in 2000, is the principal mechanism for system-wide coordination in the programme area. The Director General of the ILO has been Chair of the HLCP since February 2009.

**HLCM** - The High Level Committee on Management (HLCM) is responsible for ensuring coordination in administrative and management areas across the UN system. It is composed of the most senior administrative managers of the organizations of the system. It is responsible to the CEB for coherent, efficient and cost-effective management across the UN system of organizations; identifying, promoting and coordinating management reforms that will improve services, achieve productivity improvements and increase efficiency and effectiveness across the United Nations system.

# Inter-agency Reform Machinery



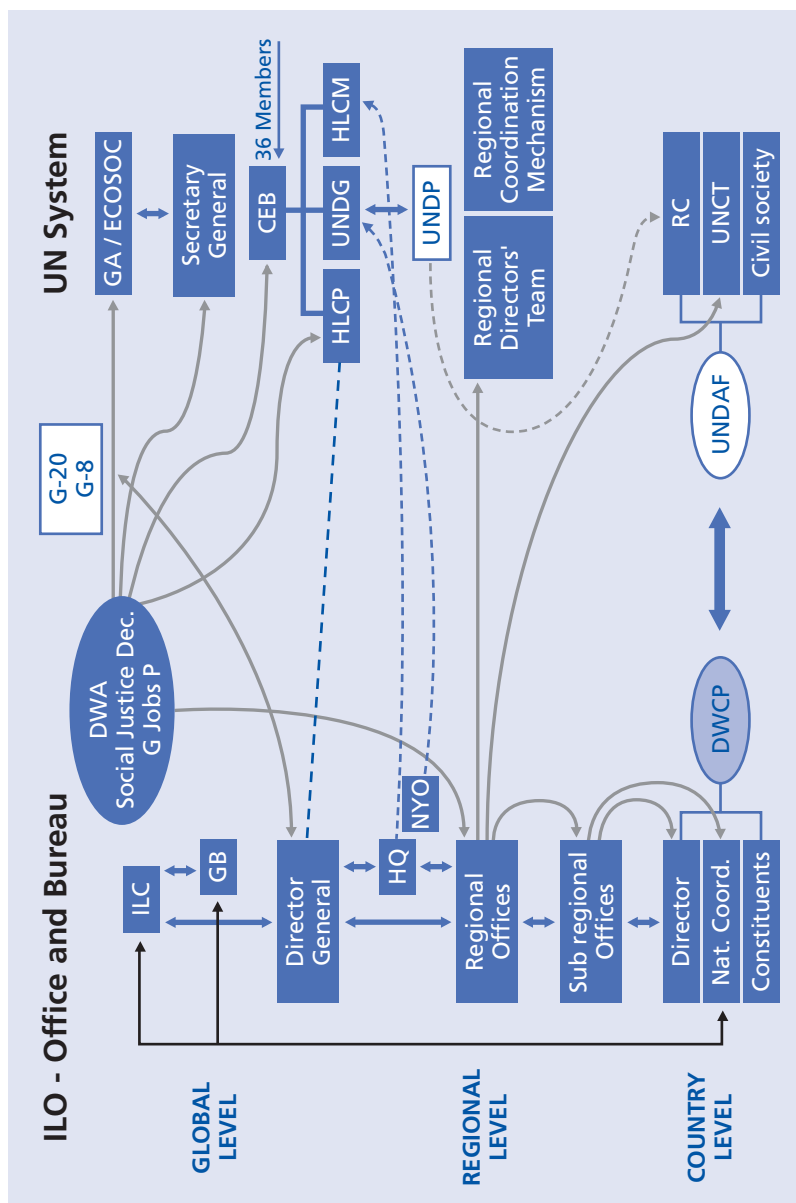
**UNDG** - The United Nations Development Group (UNDG) unites the UN funds, programmes, agencies, departments, and offices that play a role in development. The group's common objective is to deliver more coherent, effective and efficient support to countries seeking to attain internationally agreed development goals, including the Millennium Development Goals. Established by the Secretary-General in 1997, the UNDG designs system-wide guidance to coordinate, harmonize and align UN development activities, particularly at the country level.

#### **At the Regional Level:**

UNDG Regional Directors Teams (RDTs) - Six teams of regional directors of the UN agencies also meet at a regular basis to manage UN reform initiatives at the regional level, in particular country support, accountability and oversight. The RDTs should work in close cooperation with the United Nations Regional Commissions.

#### **At the National Level:**

UNCT- At the national Level the heads of the agencies or their designated representatives meet as the UN Country Team which ensures interagency coordination and decision making at the country level. The main purpose of the Country Team is for individual agencies to plan and work together, as part of the Resident Coordinator system, to ensure the delivery of tangible results in support of the development agenda of the Government. UN Country Team meetings will include all representatives of the UN funds and programmes, specialized agencies and other UN entities active in a given country. It should also include representatives of the Bretton Woods institutions. These representatives must be a UN staff member, be nominated by their agency to represent, and be empowered with decision making authority. Mechanisms should be established to ensure all agencies can fully participate in the UNCT consultations and decision making processes and are informed through regular communications and information sharing.



## **Why should the ILO be involved in UN Reform?**

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The ILO's involvement in the UN reform process offers the Organization an opportunity to become better integrated with the work of other UN agencies, especially at the national level, and to engage them in supporting its mission. The ILO's unique tripartite structure committed to the participation of social partners constitutes a comparative advantage for the overall UN system. The more the ILO and its constituents participate in UN reform processes and the joint programme development, the better their chances of influencing the UN's national and international work.

## **UN Reform and the Decent Work Agenda: What are the links?**

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The Decent Work Agenda (DWA) has been endorsed by UN member states and by the UN family as a global agenda. At the 2005 UN World Summit, world leaders underscored the central role of Decent Work in development strategies and poverty reduction by agreeing to place full and productive employment and decent work as a central policy objective at national and international levels. The UN Economic and Social Council (ECOSOC) Ministerial Resolutions of 2006 and 2007 provided further support for the ILO's efforts in promoting Decent Work and called for the mainstreaming of Decent Work throughout the UN system. Decent Work has also been endorsed by the UN System Chief Executives Board (CEB), which has developed the CEB Toolkit for Mainstreaming Employment and Decent Work (2007). Similarly, Decent Work approach has been incorporated in the updated MDG goal 1b) (see below).

## How does Decent Work fit in with the MDGs?

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**W**hile MDG-1, poverty reduction, is the most obvious area related to the ILO's mandate, the ILO has been successful in incorporating a **new target 1B that recognizes the importance of productive work in reducing poverty** and calls for full employment and decent work for all. The inclusion of a new target is a great achievement and this needs to be shared with ILO officials, UN partners and social partners in order to raise awareness. By incorporating this new indicator, Decent Work is a goal for all UN agencies and all countries that have made a commitment to reach the MDGs by 2015.

The Decent Work Agenda is also highly relevant to Goal 2 (child labour), Goal 3 (gender equity), Goals 4 and 5 (reducing child mortality and maternity protection), Goals 6 and 7 (occupational health and safety, green jobs), and to Goal 8 (employment creation). MDG 8 is very important for the ILO in view of its links with international trends and partnerships. The ILO is part of the UNDG MDG High Level Task Force created in September 2009, with the aim of contributing to the MDG + 10 Review.

The eight **United Nations Millennium Development Goals (MDGs)** apply globally, regionally, and nationally for the period 2000-2015. Each goal is supported by targets and indicators. They are:

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development.

## **Why participate in Delivering as One (DAO)?**

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Through active participation in **Delivering as One** the ILO has an opportunity to further strengthen its capacity to serve the world's people by promoting full and productive employment and support the mainstreaming of the **Decent Work Agenda**. The CEB Toolkit for Mainstreaming Employment and Decent Work is one of the mechanisms that the system endorsed to improve the approach of employment issues in a "unified manner". It is now included in the **UNDAF Guidelines**. In the coming years, the UN will have the challenging task of preparing 90 new UNDAFs in the "delivering as one spirit".

DAO is the way through which the UN will work in the future: all the major UN Declarations, Summits, Conferences and Resolutions, including the World Summit (2005), the Triennial Comprehensive Policy Resolution (2007), the Doha Financing for Development Conference (2008), mention the need for efficiency, effectiveness and larger country ownership in international development cooperation processes. DAO provides for the concentration of additional funds at the country level within the United Nations Country Teams (UNCTs). By not being involved in the DAO processes, the ILO and social partners could miss out the opportunity to work more closely with the UN family and to mainstream Decent Work into the United Nations Development Assistance Frameworks (UNDAFs). In cases where social partners are active, their interests may be taken on board in Joint Programming. The mechanisms for social partners' participation are becoming more clear, and starting to be recognized in UN documents regarding "Delivering as one" (UNDAF 2009 guidelines, UNDAF Action Plan, June 2009, Delivering as One Stocktaking report, June 2009) even though progress can still be made: through the Civil Society Organisations consultations, through the support of the ILO director in the UNCT, through the active participation in the preparation of the Decent Work Country Programmes (these should be fed into the UNDAF documents).

## Is the ILO committed to Delivering as One and what are the ILO goals in DAO?

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**A**s a specialized agency of the United Nations system, the ILO is committed to system-wide coherence and to **Delivering as One**, in accordance with the UN General Assembly resolutions resulting from the Triennial Comprehensive Policy Review (TCPR: 59/250 and 62/208). The ILO has embraced the case for UN Reform and the resulting processes in its consideration of the Report of the High-level Panel on System-wide Coherence, and, while recognizing the benefits of specificity and diversity within the UN Family, committed itself to the One UN concept (GB.298/4/3 (2007)).

The ILO is also involved in the UN Reform process through the Director General's chairmanship of the High Level Committee on Programmes (HLCP). The Director General has been Chair of the HLCP since February 2009. In addition, the ILO is mainstreaming the Decent Work Agenda into the UNDAF process. Currently, the UNDAF guidelines (2009) recommend that the UNCT use the CEB Toolkit on Mainstreaming Employment and Decent Work as part of its analysis of the country situation to improve the Decent Work policies and Outcomes of the CCA and UNDAF.

For the ILO, one of the goals in the DAO process is to ensure that Decent Work is set as a priority in national development strategies and integrated into One UN Programmes and UNCT activities in a given country via UNDAFs. In addition, the ILO is concerned with strengthening the voice and capacity of its tripartite constituents to participate in the national development debate and in negotiations of the UN Country Team (UNCT);

## What is the commitment of the ILO in Delivering as One?

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The ILO supports and engages in the DaO process. ILO's **Programme and Budget 2008-09** allocated US\$ 2.5 million in support of the ILO's engagement in the **Delivering as One** country pilots, UNDAF processes and capacity building projects. The Programme priorities include the Resident Coordinator system, engaging workers' and employers' organizations, and participating in the UN System Chief Executives Board (CEB), including the United Nations Development Group (UNDG) and its working groups. A portion of these funds are being utilized for a programme, entitled "Capacity Building Programme: Working with the UN", targeting ILO staff and social partners. The ILO Programme and Budget for 2010-2011 allocates more than one million dollars to UN reform; and, in general, the ILO's capacity to engage in UN reform have been strengthened with the establishment of a network of regional UN Reform Advisers. In March 2009 the Governing Body requested the ILO to provide information on the participation of social partners in UN reform processes from an ILO perspective (re: integration of Decent Work).

### One UN Programme in Albania

The "One UN Programme" in Albania is based on access to quality public services, including the health and education sector, as well as environmentally sustainable development to reduce disparities within the UNDAF (currently under revision). The "One UN Programme" is comprised of seven Joint Programmes. The ILO is a leading agency in the Joint Programme on the "Youth Employment and Migration".

The “One UN Programme” reflects the main topics of the DWCP. The ILO participates in three of the five United Nations working groups to deliver the “One UN Programme” in Albania. The Albanian social partners of the ILO are members of the National Labour Council and in this capacity actively participated in the drafting of the One Programme.

## **What are the entry points for engagement in Delivering as One & UNDAF “roll out” countries?**

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**R**esults oriented Decent Work Country Programmes (DWCPs) are the main vehicles of ILO assistance in the context of UN programmes. Having a DWCP with strong support from the social partners provides a medium for discussing and negotiating with other UN agencies and government agencies. As UNDAFs are oriented towards supporting the national development priorities, high-level government commitment to Decent Work, preferably in its national development strategy, is crucial and ensures the reflection of employment related priorities in the UNCTs.

The ILO can also advocate and promote the inclusion of the Decent Work Agenda in the UNDAF, as was the case in Pakistan. It can offer technical assistance for involvement of social partners in the UNDAF consultations and provide technical support to increase its social partners’ role in formulating the National Development Frameworks such as Poverty Reduction Strategies (PRS) and National Development Plans with which the UN programmes are usually aligned. This was the case in Mozambique and Tanzania. The ILO can also provide assistance to UN Country Teams to apply the CEB Toolkit on Employment and Decent work in their analytical and programming work in the UNDAF.

### **Tanzania – One Programme**

- The “One Programme” in Tanzania is based on national development priority areas as articulated in the National Strategy for Growth and Reduction of Poverty (NSGRP).
- Decent Work Country Programme (DWCP) priorities have been effectively integrated into national strategies as well as in the “One Programme”.
- On an overall basis the ILO is participating in seven Joint Programmes and leads the Joint Programme on Employment and Empowerment.
- In this country the CEB Toolkit for Mainstreaming Employment and Decent Work is being used by all Joint Programmes with an “employment lens”.

## What are the ILO's comparative advantages?

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The ILO has a tripartite structure (ministry of labour or equivalent authority, workers' and employers' organizations) that can improve the coherence of the UN at the country level. The social partners are the major actors of industrial relations and the labour market, which is a crucial element of civil society. They may bring along with them the public and private sectors, various segments of civil society and the wide representation of workers' and employers' organisations, providing the UN an opportunity to have more voices heard.

The ILO's experience in developing fundamental principles and rights at work offers a rights-based approach to the wider development system.

The International Labour Standards also constitute a robust comparative advantage of the ILO that can help it feed the UN system with the normative tools and instruments that guarantee workers' rights, social dialogue, promotion of employment policies and social protection with a gender lens.

The ILO's Decent Work Agenda offers a clear and well-defined development mandate and is part of the MDG poverty reduction targets.

A results-based approach offers transparency to donors and the UN system alike.

The CEB Toolkit is a valuable and practical development mainstreaming tool.

The Gender Audit is a tool to self-assess progress in gender equity.

The ILO is involved in South South Cooperation, which is now a key item in discussions on the changing multilateral environment.

## **South South Cooperation and the Changing Multilateral Environment**

*“The emergence of new major global players among developing countries and among countries with economies in transition has been a particularly important feature of the globalization experience of recent years. While asymmetries in international economic relations remain, the new geography of the global economy has the potential to broaden the spectrum of multilateral cooperation and to promote the integration of all developing countries in the long term. South–South economic cooperation complements rather than substitutes North–South cooperation, and can contribute to balanced global growth and development”, UNCTAD, Accra Accord, 2008.*

The ILO is committed to support South South co-operation, and is taking a leading role, with UNCTAD and UNDP, in the framework of the United Nations Development Group (UNDG) to maintain the dialogue on South South Cooperation and Decent Work, as well as horizontal and triangular development cooperation.

## **What is the ILO's focus in regard to the Resident Coordinator (RC) system?**

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The Resident Coordinator (RC) is responsible for coordination of the UNCT in strategy, planning, implementation and monitoring and evaluation of development programmes at the country level, contained in the UNDAF. The RC should provide overall leadership, programme oversight, advocacy, resource mobilization and allocations for UNDAF, and lead the UNCT in monitoring, evaluation and reporting of UNCT progress on the UNDAF. The RC leads the UNCT in using tools for increased coherence in the country.

The ILO's fundamental principles and rights at work must be respected across the system in policy advice and programme delivery by RCs and UNCTs. Indeed, training of Resident Coordinators in International Labour Standards is fundamental.

The RCs independence and impartiality is key to ensure the legitimacy and ownership of development programs within each country. Effective policy measures need to be established to reinforce this independence. The concept of "firewall" between the RC and the UNCT has been associated with the necessary neutrality that the RC must have in order to represent all agencies of the UN system, including Non Resident Agencies (NRAs).

The ILO's staff in Regional, Subregional and Area Offices should be fully informed of the flexibility given to RCs and should make use of it in their relations with the RC system.

The ILO supported the inter agency discussions that adopted the new RC job description on January 2009.

## **What are the opportunities in the One Budgetary Framework (“One Fund”) concept for the ILO?**

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**T**he One Budgetary Framework or “One Fund” requires the UN and all specialized agencies, together with donors, pooling their resources at the national level. Resources are allocated to the activities developed under the One UN programme between the UN and the government.

The ILO’s resources are relatively limited compared with the need of Decent Work around the world. Therefore, while the One Budgetary Framework may offer an opportunity to engage other UN partners in supporting the Decent Work Agenda and contribute to it with resources, there remains the challenge that social and employment policies will not receive adequate funding.

On the other hand, additional funding for “Delivering as One” has been made available through a DAO window in the MDG Fund, which is now in its second (expanded) round. Additional funds will be made available to Pilot countries, self starters, and countries starting new UNDAFs with the DAO principles.

## **How can the Global Financial Crisis and its impact on the World of Work be dealt by the ILO and the UN system?**

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This question has been addressed within the overall framework for the CEB/ HLCP follow up to the financial crisis. Following the CEB discussion on the global financial crisis (Paris on 4-5 April 2009), a CEB Issue Paper was prepared on a coordinated crisis response by the UN system. The earlier draft of the current paper had been prepared for the High Level Committee on Programmes (HLCP, Geneva, 26-27 February 2009), under the Chairmanship of ILO Director General, Mr Juan Somavia, based on agencies' contributions. Nine UN joint crisis initiatives were identified and endorsed by the CEB. Each of these nine initiatives is led by one or several organizations with the assistance of "cooperating agencies":

- Additional financing for the most vulnerable;
- Food security;
- Trade;
- A Green Economy Initiative;
- A Global Jobs Pact;
- A Social Protection Floor;
- Humanitarian, security and social stability; Technology and innovation;
- Monitoring and analysis.

The ILO is taking the lead on two of the nine initiatives, namely the "Global Jobs Pact" and on "Social Protection". The CEB paper "The Global Financial Crisis and its impact on the Work of the UN system", which also reflects the discussions held in the ILO Governing

Body in March 2009, states that “a Global Jobs Pact is needed to revive the economy and tackle the looming job and social crisis... A Global Jobs Pact would comprise a vision and a set of principles and an integrated policy package covering the various dimensions of the Decent Work Agenda”. On 19 June 2009, the International Labour Conference (ILC) adopted the Global Jobs Pact, in the presence of heads of State, over 150 Ministers, and over 5,000 participants to the conference.

The Global Jobs Pact has been endorsed by the 2009 Economic and Social Council (ECOSOC). In its resolution on recovering from the crisis: a Global Jobs Pact (E/2009/L.27), the Council encouraged Member States to promote and make full use of the Global Jobs Pact as a general framework within which each country could formulate a policy package specific to its situation and priorities, through a portfolio of appropriate policy options, and requested the UN funds and programmes and the specialized agencies to take into account, through their appropriate decision-making processes, the Global Jobs Pact in their policies and programmes ([www.unog.ch](http://www.unog.ch)). The Global Jobs pact was also welcomed by G8 and G20.

## How can the Social Partners respond?

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**S**ocial Partners can respond to UN reform by designating focal points to coordinate and provide information on reform issues through their networks. UN agencies must identify their priorities and ensure that they are reflected in the integrated One UN programme framework and the ILO's Decent Work Country Programmes. Social Partners could make sure that they are not only included in national level committees established for the implementation of the One UN programme, but are also, wherever feasible, national implementing partners in the joint programmes in which the ILO is involved.

Other suggestions might include –

- Seek agreement with the ILO and workers' and employers' organisations on inputs to UN reform processes;
- Develop proposals for funding from the Decent Work Country Programme and the One UN budgetary framework at the country level;
- Raise concerns, interests and programmes with the national government, especially with the ministries of labour and industry;
- Raise awareness of the new MDG 1B target of full employment and Decent Work
- In developed countries, social partners can raise the importance of Decent Work in reducing poverty and achieving the MDGs and encouraging their development cooperation agencies to include the promotion of decent work as one of their programming priorities.

## How does UN Reform link to the Global Compact?

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The Global Compact is an initiative spearheaded by the United Nations that supports fundamental social values in the areas of human rights, labour standards, the environment and anti-corruption. It seeks to combine the private sector's solution-finding strengths and resources with the expertise and capacity of other key stakeholders. It is important that the UN reform process takes the Global Compact into account and includes its stakeholders, such as the International Organization of Employers (IOE) - a member of the UN Global Compact Board - and the International Trade Union Confederation.

## How does UN Reform link to corporate social responsibility?

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Corporate social responsibility is normally part of a social dialogue strategy, the day-to-day operations and organizational culture that the Global Compact advocates. UN Reform must hence take into consideration the views of the ILO's constituents, who are important actors in the Global Compact, a key policy platform and practical framework whose recommendations should have a special place in reform discussions.

## **United Nations Reform and the CEB Toolkit on Mainstreaming Employment and Decent Work: How can it help?**

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ILO specialists are available in many countries, where they can be contacted through the ILO Office or through contacts with the United Nations Country Team (UNCT). Resources available from national social partners organization can also be particularly useful. Implementation of the CEB Toolkit for Mainstreaming Employment and Decent Work at the country level can give social partners the necessary perspective to assess the Decent Work outcomes of the UN programs and National Development Strategies as well as their own programs and activities.

The entire UN system has been called upon to support countries in their efforts to provide employment and decent work for all. The High Level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board for Coordination (CEB) asked the International Labour Organization (ILO) to play a catalytic role by developing a **Toolkit for Mainstreaming Employment and Decent Work**.

The toolkit should be regarded as a process that permits all, social partners, government agencies and UN agencies and UN Country Teams, to see how their policies, strategies, programs and activities are interlinked with employment and decent work outcomes and how they can enhance these outcomes. It includes –

- a **diagnostic and awareness raising checklist** of questions for self-assessment,
- an **interactive web-based platform for knowledge management and sharing** of the tools for mainstreaming decent work (<http://cebtoolkit.ilo.org>) and,
- a **capacity building and awareness raising component**.

The toolkit aims at giving agencies and social partners the opportunity to assess their own processes and programs through a “decent work” lens.

More information is available in PARDEV web page  
<http://www.ilo.org/public/english/bureau/pardev/sitemap.htm>