

Managing for results and
partnerships for decent work

Managing for results

The 4th High-Level Forum on Aid Effectiveness held in Busan, Korea, late 2011 committed to a new, broader and more inclusive partnership founded on common principles including: (i) ownership of development priorities by developing countries; (ii) focus on results; (iii) inclusive development partnerships, and (iv) transparency and accountability to each other. The ILO subscribes to these common principles and, through its Decent Work Agenda, is making a significant contribution.

The ILO is strongly focused on results, making sure that resources, products and services lead, in a transparent and accountable manner, to the achievement of measurable development outcomes. A major internal overhaul of quality appraisal, performance monitoring and reporting mechanisms has been undertaken to live up to this commitment. The results in this report are based on the [2010-2011 Programme Implementation Report](#).

Improving the application of results based management is an ongoing process. Significant progress has been achieved in the following areas:

- ILO constituents' participation in and ownership of **Decent Work Country Programmes** (116 active and/or under preparation);
- A reformed **Governing Body** leading to strengthened governance and significant efficiency gains;
- Greening of ILO operations, in line with UN commitments on '**Greening the Blue**';
- Learning from and using the results of evaluations in programme design. The independent assessment of ILO's evaluation systems noted significant improvements, with better use of evaluation results in programme design. Also, cost-efficiency and development effectiveness have become standard considerations in all ILO evaluations.

Results but also challenges

This report refers to many countries where ILO's constituents and partners have been able to achieve clear and measurable results, building on ILO support and inputs. But there are also failures. The ILO is committed to learning lessons through robust evaluation systems that provide feedback into the design of new interventions.

Risk management is therefore an integral part of ILO's strategy in order to accommodate such issues to the extent possible. But the ILO also faces significant challenges to its impact, such as:

- In certain technical fields, the uneven availability of reliable statistics creates a need for stronger analytical and statistical underpinning of the specialized policy advice that partners need;
- In some areas, it is not always easy to achieve the appropriate scale for the intervention, demonstrating real impact;
- Collaborating at country level with other international agencies, for instance through the Delivering as One approach: Cost effective coordination and ensuring appropriate attention to decent work presents new challenges. The ILO contributes to the development of the appropriate interagency procedures and policies;
- The time and resources needed for legislative reform and capacity development vary considerably from country to country, and coordinating planning cycles accordingly can pose challenges.

Inclusive partnerships and policy dialogue on decent work

The ILO and the UN system

The ILO is strongly committed to a more coherent United Nations system, both in terms of policies and through operational work in countries. Decent Work is now considered a central element of all major multilateral development frameworks. At country level, more than 75 United Nations Development Assistance Frameworks (UNDAF) recognize decent work as a development priority, with a focus on employment and social protection and with the voice of both employers and workers being taken into account.

In 2010 and 2011, the ILO worked closely with the United Nations Development Programme (UNDP) on youth employment, with regional development banks on employment policies, and with the World Bank on an inventory of crisis response measures in 85 countries. Joint work carried out with the World Trade Organization (WTO) expanded knowledge on how to best combine trade and employment policy objectives, and a global knowledge-sharing platform has started to assist governments and the private sector to better link education and skills training with the world of work. The ILO has also successfully participated in the implementation of many One UN programmes, especially in Africa, where it has been effective in leveraging resources to enhance the delivery of the Decent Work Country Programme.



G20 support to the Decent Work Agenda

The Group of Twenty Finance Ministers and Central Bank Governors (G20) has placed strong emphasis on growth, jobs and social protection. G20 Leaders recognized the importance of investing in nationally designed social protection floors, stressed their commitment to promote and ensure full respect of fundamental principles and rights at work, and supported the role of social dialogue in developing and implementing policies that promote job creation, decent work and social safety nets.

The ILO contributes to the work of the G20 with its know-how on labour market developments, including through an observatory of policy measures taken in response to the crisis.

South-South and Triangular Cooperation (SSTC)

SSTC is an effective means of capacity development, knowledge sharing, exchanging experience and best practices, built on respect for national autonomy and priorities, the diversity of circumstances and solutions and solidarity among nations. The ILO has participated



in more than 100 South-South Cooperation initiatives covering a wide range of issues including child labour, social security, employment-intensive investments, knowledge sharing and strengthening employers' and workers' organizations.

South-South and triangular cooperation advanced tangibly during 2010–11. For example, **Brazil**, the **United States** and the ILO are cooperating to eliminate child labour in **Haiti**. Brazil also provided expertise to **Timor-Leste** in defining hazardous forms of child labour and supported action to address the challenge.

An interesting example is the ILO's engagement with the India, Brazil and **South Africa** (IBSA) partnership. IBSA aims to expand those countries' influence on global issues and to promote cooperation and exchanges between them in ensuring that the concerns and interests of developing countries are taken into account in global responses to the financial crisis and the reform of the international financial architecture.

Public-private partnerships (PPPs)

The ILO works with enterprises, foundations and other non-state actors to tackle global labour market issues. Engagement with the private sector not only helps leverage resources, but can above all create attractive sustainable development models, with multiplier effects in favour of decent work.

Examples of public-private partnerships the ILO engaged with include:

- Managing the school to work transition. The ILO's Work4Youth project uses data from 28 countries across five regions to assist policy makers to design appropriate youth employment creation programmes and policies, using a variety of approaches, including apprenticeship systems, entrepreneurship awareness, etc;
- Fighting child labour in the cocoa industry. **Ghana** and **Cote d'Ivoire** are the world's largest cocoa producers, accounting for 60 per cent of global production. Unacceptable labour practices in cocoa farms mean large numbers of children are performing hazardous farming tasks or working at the expense of attending school. The partnership with eight companies in the chocolate and cocoa industry combats child labour in smallholder farming communities, scaling up efforts to eliminate child labour from the supply chain.

Outlook

The results of the evaluations of the ILO's work, the decisions by the Governing Body and the feedback from assessment of the ILO carried out by donors will translate into further progress on the Organization's focus on results and impact. Strengthening internal accountability and delivering value for money will be key management priorities. This will happen in the context of a changing development cooperation environment, with new partners coming in. Pressures on Official Development Assistance will grow.

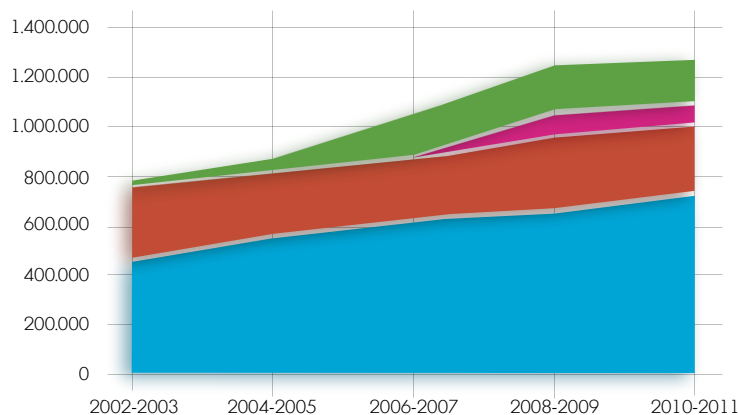
The ILO is fortunate to be able to build on the strong ownership of its constituents through the Decent work Country Programmes. Its rights-based approach and mandate of social justice will prove to be hugely relevant as the international community looks beyond the Millennium Development Goals. Decent Work will continue to be the aspiration of women and men in all ILO's member States, regardless of their level of development.

Resources

The ILO's funding base consists of three components:

- **Regular Budget** contributions are provided by all ILO member States by virtue of their membership of the ILO. Countries' contributions are based on the United Nations distribution assessment and in 2010-2011 reached US\$ 726.7 million;
- **Earmarked voluntary contributions** support specific projects and programmes with a clear timeline and a pre-defined geographic and thematic focus. Such earmarked contributions reached US\$ 456 million in 2010-11. This included US\$ 314.6 million allocated by governments and US\$ 141.3 million allocated by other donors such as the United Nations, the European Commission, international financial institutions and non-state actors;
- **Unearmarked voluntary contributions (RBSA)*** provide a pool of flexible resources, which are allocated when and where they are most needed in a flexible manner by the ILO. Unearmarked resources amounted to US\$ 53.8 million in 2010-2011.

Contributions to the ILO 2002-2011
(in US\$ '000)



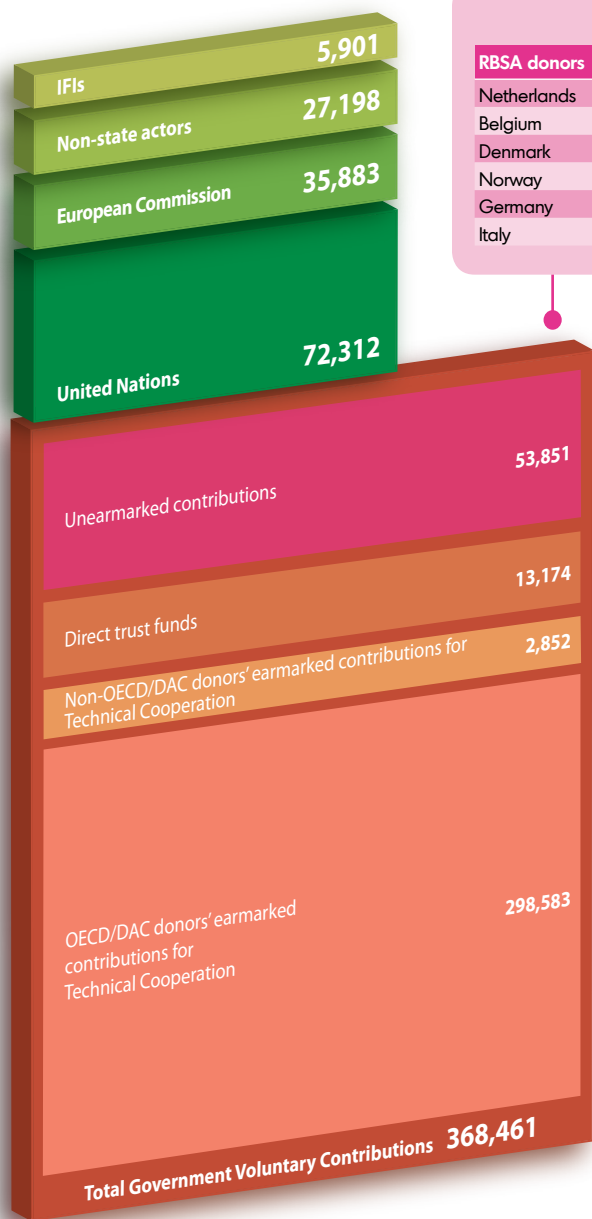
* Regular Budget Supplementary Account.

Contributions	
International Financial Institutions (IFIs)	5,901
World Bank	5,045
African Development	791
Caribbean Development	65

Contributions	
Non-state actors	27,198
Foundations	20,139
MasterCard Foundation	14,641
The Bill & Melinda Gates Foundation	3,155
Jacobs Foundation	665
Others	1,679
Private sector initiatives	6,043
Japan Tobacco International SA	3,026
Cocoa Industry	2,000
BP Berau Ltd, Indonesia	319
Others	699
Public institutions	341
University of Maastricht	160
Yemen Social Fund for Development	84
Lesotho Council of NGOs	53
Others	45
Social partners	675
Garment Manufacturers Association in Cambodia	525
Norwegian Confederation of Trade Unions	150

- Other donors
- Governments' unearmarked voluntary contributions
- Governments' earmarked voluntary contributions
- Regular Budget

Voluntary contributions in 2010-2011 (in US\$ '000)
Total: US\$ 509,872



Contributions

RBSA donors	Value (US\$ '000)
Netherlands	26,970
Belgium	8,814
Denmark	6,932
Norway	6,787
Germany	4,049
Italy	300

Contributions

Direct trust funds**	Value (US\$ '000)
South Africa	3,730
Democratic Republic of the Congo	2,707
Cameroon	2,610
Colombia	1,593
Ghana	883
Chile	457
Cambodia	360
Peru	328
Others	507

Contributions

Non-OECD/DAC donors	Value (US\$ '000)
Brazil	1,458
Kuwait	688
Panama	261
Czech Republic	246
Poland	200

Contributions

OECD/DAC donors***	Value (US\$ '000)
United States	94,297
Australia	31,490
Norway	26,146
Canada	20,985
Netherlands	20,912
Sweden	18,622
France	17,141
Ireland	16,081
Spain	12,079
Belgium (including Flanders)	8,452
Switzerland	7,801
Luxembourg	6,316
Finland	5,667
Japan	5,036
Germany	2,890
Republic of Korea	2,696
Denmark	1,189
United Kingdom	465
Italy	263
Others	57

** Direct Trust Funds are a funding modality through which member States fund ILO technical assistance in their own countries.

*** OECD/DAC donors are members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development.