

**ILO Implementation Plan  
2030 Agenda for Sustainable Development**



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## Introduction

1. The adoption by the United Nations Sustainable Development Summit on 25 September 2015 of “Transforming Our World: the 2030 Agenda for Sustainable Development”<sup>1</sup> creates a major opportunity for the UN as a whole and the ILO in particular to support member States in their commitment to ambitious sustainable development goals (SDGs) that reflect a broad consensus on a wide range of urgent and interconnected priorities.
2. As a result of the inclusion of significant components of the ILO’s Decent Work Agenda in the integrated and transformative framework of the 2030 Agenda, our Organization has a responsibility to play a full and active role in the implementation of the SDGs including through support for national strategies for sustainable development.
3. An ILO-wide effort is needed to ensure that we meet the major challenges involved in making our 2030 Implementation Plan successful. The Office must be ready as a strong player in the UN team at country, regional and global levels to provide well-integrated policy advice and effective development cooperation programmes built on our normative system and tripartite working methods.
4. The ILO 2030 Implementation Plan is presented in two parts.
5. Part I identifies key elements of the 2030 Agenda for the Office and ILO constituents. All the SDGs connect in some way to the ILO’s mandate and the four pillars of the Decent Work Agenda. Specific references to ILO areas of competence are found in several targets and Goal 8 focuses on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
6. ILO staff should read “Transforming Our World: the 2030 Agenda for Sustainable Development”. It will be a basic reference for the next 15 years. It challenges the whole UN system to support member States in an ambitious drive to recast the current trajectory of the global economy onto a path for sustainable development. Read from an ILO perspective, a running thread in the 2030 Agenda is the transformation of the world of work for environmental, social and economic sustainability with decent work as both a means and an end.
7. Part II addresses the organizational opportunities and challenges the 2030 Agenda poses for the ILO. They call for a substantially increased engagement of the Office and ILO constituents in seeking to support member States and the UN system in its implementation.
8. The process of internal ILO reform and change initiated since 2012 has begun to address these challenges but further efforts will be needed to ensure that Office resources, in particular the time of staff, are well used through increased coordination of work. The “integrated approach” called for in our 2008 Declaration on Social Justice for a Fair Globalization has become even more critical to the ILO’s capacity to meet the needs of constituents and our role in the multilateral system.
9. The “End to Poverty” Centenary Initiative was envisioned as bringing together significant areas of the ILO’s work that contribute to the 2030 Agenda and help define the ILO’s contribution to achieving the SDGs. It thus corresponds to the opening sentences of the 2030 Agenda which state that “eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable

<sup>1</sup> <https://sustainabledevelopment.un.org/post2015/transformingourworld>.

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requirement for sustainable development”. This is further emphasized in the pledge that “no one will be left behind”.

10. Preparation of the 2016–17 programme and budget, although begun before the final form of the 2030 Agenda was decided, anticipated the opportunities it would offer the ILO to pursue its goal of decent work for all. The programme outcomes align well with the SDGs enabling the work of our Global Technical Teams, field structures, flagship programmes, Centenary Initiatives and Decent Work Country Programmes (DWCPs) to work together and with the UN system to support member States.
11. It is very likely that the first couple of years of this new phase of international cooperation will be exploratory despite the urgency and scale of the challenges. For the ILO, this coincides with the 2016–17 programme and budget and transitional Strategic Policy Framework. The design of the next programme and budget and the 2018–21 Strategic Plan (SP) will gather lessons from our experience with this ILO 2030 Implementation Plan so as to reflect fully the evolving development system and the contribution of the ILO’s results framework towards the achievement of the SDGs.
12. Periodic revisions of this Implementation Plan will be needed as our experience working with the multilateral development system evolves. During 2016 a number of elements of the system’s follow up are to be decided, for example the indicators framework and further details about the monitoring and follow up mechanism are to be defined by the UN’s High-level Political Forum in July 2016. Furthermore, the 2016 International Labour Conference will also be considering several items of direct relevance to the ILO’s role on decent work for sustainable development, notably the evaluation of the impact of the 2008 Declaration on Social Justice for a Fair Globalization and the Director-General’s theme Report on an end to poverty and the role of decent work for sustainable development. Nevertheless, the ILO cannot afford to wait in making a determined start on living up to the responsibilities the 2030 Agenda places on our Organization – constituents and the Office.
13. This first version of the ILO Plan concludes with a 22-point actions checklist for 2016, identifying lead units responsible for initiating action.

## **I. Decent work for sustainable development**

14. Following nearly three years of reflection about the post-2015 development agenda, concluding with negotiations on a set of 17 SDGs and associated targets, the UN Sustainable Development Summit on 25 September 2015 adopted “Transforming Our World: The 2030 Agenda for Sustainable Development”. The 2030 Agenda is a historic political statement by world leaders committing to “a comprehensive, far-reaching and people-centred set of universal and transformative Goals and targets”. The concept of sustainable development embraces three dimensions – economic, social and environmental – in a balanced and integrated manner. Decent work features prominently in the Agenda, not only mainstreamed across the Goals and targets, but also as part of the vision of the new Agenda.

We resolve, between now and 2030, to end poverty and hunger everywhere; to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources. We resolve also to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities (paragraph 3).

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- 15.** The centrepiece of the Agenda is a set of 17 SDGs and 169 associated targets. They are the result of an extensive process of consultation and negotiation by member States and are intended for global implementation. Nearly all the SDGs connect to the ILO's mandate and the four pillars of the Decent Work Agenda, some explicitly and others more indirectly.

## **Sustainable Development Goals**

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 13. Take urgent action to combat climate change and its impacts \*
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for sustainable development

\* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

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**16.** Goal 8 places the promotion of decent work as a major driver of inclusive growth. Key issues addressed include:

- sustaining per capita economic growth with a target of at least 7 per cent per year in least developed countries (LDCs) (8.1);
- enhancing productivity through a focus on high-value added and labour-intensive sectors (8.2);
- promoting decent job creation, entrepreneurship, and the formalization and growth of micro-, small and medium-sized enterprises (MSMEs) (8.3);
- decoupling economic growth from environmental degradation (8.4);
- achieving full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value (8.5);
- reducing substantially the proportion of youth not in employment, education or training (8.6);
- eradicating forced labour and child labour in all its forms (8.7);
- protecting labour rights and promoting safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (8.8);
- promoting sustainable tourism that creates jobs (8.9);
- enhancing access to financial services (8.10).

Means of implementation for SDG 8 include: increasing Aid for Trade support to developing countries (8.a) and implementing the ILO Global Jobs Pact and a global strategy for youth employment (8.b).

**17.** Specific references to ILO areas of competence are found in several targets under other Goals. The importance of social protection, including national floors, is a target (1.3) for action under the poverty goal and is mentioned together with wage and fiscal policies as an important means of reducing inequality (10.4). In addition, the targets on eradication of extreme poverty (1.1) and reduction of poverty (1.2) will require ILO engagement and follow up. Technical and vocational skills are the topic of three targets under the education goal (4.3, 4.4 and 4.5). Ending all forms of discrimination against all women and girls everywhere is targeted under Goal 5 (5.1). Other references relate to rural workers (2.3), workers in the health and education sectors (3.c and 4.c), unpaid care and domestic work (5.4), ending discrimination and ensuring equal opportunities (10.3), migrant workers (10.7), promotion of industrial employment (9.2), integration of small and medium enterprises into value chains (9.3), resilience to climate-related hazards and economic, social and environmental shocks and disasters (13.1), international law/standards on oceans and water conservation (14.c), rule of law (16.3), and fundamental freedoms (16.10).



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**18.** Goal 17 covers means of implementation and Global Partnerships. Specific targets addressing systemic issues call for enhancing policy coordination and coherence for macroeconomic stability and sustainable development, while respecting national policy space; the promotion of multi-stakeholder partnerships and the strengthening of monitoring capacity.

**19.** There are many references in the 2030 Agenda to the Addis Ababa Action Agenda<sup>2</sup> adopted at the Third International Conference on Financing for Development (13 to 16 July 2015) and endorsed by the General Assembly. It is included as an integral part of the 2030 Agenda. Decent work was recognized as a core part of the Addis Ababa Action Agenda which opens as follows:

We will promote peaceful and inclusive societies and advance fully towards an equitable global economic system in which no country or person is left behind, enabling decent work and productive livelihoods for all, while preserving the planet for our children and future generations (paragraph 1).

**20.** The central role of productive employment and decent work and social protection in sustaining development are further emphasized as core deliverables of the Addis Ababa Agenda in support of the 2030 Agenda.

... To enable all people to benefit from growth, we will include full and productive employment and decent work for all as a central objective in our national development strategies. We will encourage the full and equal participation of women and men, including persons with disabilities, in the formal labour market. We note that micro, small and medium-sized enterprises, which create the vast majority of jobs in many countries, often lack access to finance. Working with private actors and development banks, we commit to promoting appropriate, affordable and stable access to credit to micro, small and medium-sized enterprises, as well as adequate skills development training for all, particularly for youth and entrepreneurs. We will promote national youth strategies as a key instrument for meeting the needs and aspirations of young people. We also commit to developing and operationalizing, by 2020, a global strategy for youth employment and implementing the ILO Global Jobs Pact (paragraph 16).

**21.** The 2030 Agenda acknowledges that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change anticipating ambitious and universal agreement reached at the 21st Session of the Conference of the Parties in Paris in December 2015 (COP21).<sup>3</sup> Action on the scale needed to arrest climate change will require important transformations in employment patterns creating opportunities and requiring the management of transitions. It is therefore important that the Paris Agreement includes a commitment to take into account:

... the imperatives of a just transition of the workforce and the creation of decent work and quality jobs in accordance with nationally defined development priorities ...

## **UN coordination mechanisms, partnerships and review processes**

**22.** The UN through its various coordination mechanisms is actively examining how best to deliver the integrated support called for in the Agenda. The ILO is closely engaged in the secretariat discussions within the Chief Executives Board and its subsidiary committees at

<sup>2</sup> [http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA\\_Outcome.pdf](http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf).

<sup>3</sup> <https://unfccc.int/resource/docs/2015/cop21/eng/109r01.pdf>.

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the global and regional levels. The ILO as a specialized agency, indeed the first to be recognized by the UN Economic and Social Council (ECOSOC), has a long-standing agreement with the UN.<sup>4</sup> Reflecting the ILO's Constitution, governance structures and programme and budget, the agreement places great emphasis on cooperation, coordination and practicability in arrangements on all matters with the United Nations.

23. The framework for the UN Development System's work is provided by a Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations system undertaken by member States through the General Assembly with ECOSOC providing further coordination and guidance through its Operational Activities Segment. The next review is due in 2016 and will focus on implementation of the 2030 Agenda. This will coincide with the first session since the adoption of the 2030 Agenda of the High-Level Political Forum (HLPF) which will provide for regular global discussion of follow-up, including review of progress. The 2016 ECOSOC HLPF will also receive recommendations from the UN Statistical Commission on indicators related to the Agenda targets.
24. The UN Development Group (UNDG) is developing new guidance for UN Resident Coordinators and UN Country Teams (UNCTs) on supporting Member States to tailor the 2030 Agenda to national contexts. This has been named the "MAPS" approach, which stands for "Mainstreaming, Acceleration, and Policy Support". "Mainstreaming" covers the support the UNCTs can give governments as they incorporate Agenda 2030 in their national and local strategies, plans, and budgets, and strengthen their data systems. This will require intensive outreach to national stakeholders about the new Agenda, and, where appropriate, strengthening the capacities of stakeholders to contribute. "Acceleration" entails supporting countries to identify and resolve obstacles and bottlenecks preventing the achievement of goals and targets, and is based on the acceleration approach to achieving MDG targets which was used in some 60 countries from 2010–15. "Policy support" will make coordinated policy and technical support available from the UN system to countries on request, drawing on UNDG entities' extensive expertise and programming experience. The guidance on mainstreaming is currently being piloted, while those on acceleration and policy are under preparation. The UNDG is also updating the UNDAF guidance and recently published new guidance for RCs and UNCTs on their roles and responsibilities in promoting human rights.<sup>5</sup>
25. The Agenda envisages a revitalized Global Partnership to facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together Governments, civil society, the private sector, the United Nations system and other actors and mobilizing all available resources (paragraph 60). The Global Partnership is expected to evolve and embrace several multi-stakeholder partnerships. A key support to the Global Partnership is the policies and actions outlined in the Addis Ababa Action Agenda.

These relate to domestic public resources, domestic and international private business and finance, international development cooperation, international trade as an engine for development, debt and debt sustainability, addressing systemic issues and science, technology, innovation and capacity-building, and data, monitoring and follow-up (paragraph 62).

<sup>4</sup> <http://www.ilo.org/public/english/bureau/leg/agreements/nu.htm>.

<sup>5</sup> Interim guidance on MAPS is available at: <http://www.undp.org/content/dam/undp/library/MDG/Post2015-SDG/UNDP-SDG-UNDG-Reference-Guide-UNCTs-2015.pdf>.

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**26.** The 2030 Agenda accords a key role to the private sector.

We will foster a dynamic and well-functioning business sector, while protecting labour rights and environmental and health standards in accordance with relevant international standards and agreements and other ongoing initiatives in this regard, such as the Guiding Principles on Business and Human Rights and the labour standards of the ILO, the Convention on the Rights of the Child and key multilateral environmental agreements, for parties to those agreements (paragraph 67).

- 27.** The concluding section of the 2030 Agenda commits to a robust, voluntary, effective, participatory, transparent and integrated UN follow-up and review framework that helps countries to maximize and track progress. The exact implications of national, regional and global follow-up and review are gradually coming into shape. This section of the Agenda was among the last to be drafted in late July 2015. There would appear to be several interesting and important opportunities for the ILO to engage actively in the process.
- 28.** Two considerations of particular interest to the ILO are that national reviews “will be open, inclusive, participatory and transparent for all people and will support the reporting by all relevant stakeholders.” (paragraph 74d) and “will be people-centred, gender-sensitive, respect human rights and have a particular focus on the poorest, most vulnerable and those furthest behind” (paragraph 74e).
- 29.** “National reports will allow assessments of progress and identify challenges at the regional and global level. Along with regional dialogues and global reviews, they will inform recommendations for follow-up at various levels” (paragraph 77). These national reviews are the building blocks for subregional and regional “opportunities for peer learning, including through voluntary reviews, sharing of best practices and discussion on shared targets”. These will in turn “contribute to follow-up and review at the global level, including at the High Level Political Forum on sustainable development (HLPF)” (paragraph 80).
- 30.** The UN’s regional economic and social commissions will be an important link in the implementation of the 2030 Agenda. They have identified seven priority areas for their work: integrating SDGs into national development planning and fiscal frameworks; promoting policy coherence, consistency and coordination; enhancement of data and statistical capacities of member States for implementation of the 2030 Agenda; identifying and promoting alternative and innovative sources of financing for development; leveraging science, technology and innovation in support of Agenda 2030; tapping South–South and regional partnerships; and translating regional models into global public goods.
- 31.** The Agenda calls on the UN development system to ensure coherent and integrated support to implementation. The various coordination mechanisms under the UN Chief Executives Board are thus engaged in intensive discussions on how to respond to the new challenges. The ILO Director-General and his representatives are actively engaged in these discussions.
- 32.** To pull all these elements of global level follow-up together and plan the work of the HLPF, the Secretary-General is presenting a report to the 70th General Assembly in 2016 on arrangements and responsibilities for a coherent, efficient and inclusive follow-up and review at the global level.<sup>6</sup>
- 33.** An update to the ILO 2030 Implementation Plan will provide further information on how the follow-up process will work once decisions are taken.

<sup>6</sup> Available at: <https://sustainabledevelopment.un.org/hlpf/follow-up>.

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## **II. ILO support to national implementation of the 2030 Agenda**

### **Focus on cohesive, nationally owned sustainable development strategies**

- 34.** The 2030 Agenda places “cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks, ... at the heart of our efforts” (paragraph 63). The UN and the ILO can expect a significant increase in requests for ILO support by member States in developing and putting into practice national strategies that include strong components on decent work and inclusive growth. In comparison to the MDGs, the 2030 Agenda clearly places member States in the driving seat with the UN system in support.
- 35.** Increased funding, including from non-traditional sources of development financing, for the UN Development System is under discussion but the prospects for a major increase are not great. The Addis Ababa Action Agenda emphasizes domestic resource mobilization for the implementation of sustainable development strategies both through improved functioning of financial institutions that channel private savings towards investment and also through increased tax revenues to fund publicly provided services and investments. Against this background, the ILO will have to prepare to meet the new challenges and opportunities by still further improving its effectiveness in meeting Members’ needs, notably by reinforcing the capacity of its constituents to position themselves prominently in national implementation strategies. The reform programme initiated by the Director-General addresses many of these issues.

### **ILO programming and 2030 implementation**

- 36.** The 2016–17 programme and budget is framed around ten policy outcomes, three cross-cutting policy drivers and three enabling outcomes. Although prepared before the final form of the 2030 Agenda was decided, the programme anticipated the structure of the SDGs that emerged. ILO action to support implementation of the 2030 Agenda thus fits well into our results framework. In addition, the five ILO flagship programmes aim to improve the effectiveness of resource mobilization and programme implementation across a range of the SDGs. (See Annex 1 for a list of links between the ILO programming framework and the SDGs.)
- 37.** Experience with the ILO 2030 Agenda Implementation Plan will inform the preparation of the 2018–21 Strategic Plan, which will align with the cycle of similar frameworks throughout the UN system.
- 38.** The seven Centenary Initiatives announced by the Director-General also connect to several SDGs. These address key issues on which the ILO needs to reflect in the run-up to the 2019 session of the International Labour Conference in order for its enduring commitment to social justice to inform its responses to the changing realities of the world of work. In particular, the End to Poverty initiative will provide the framework for the ILO’s actions in support of the 2030 Agenda. The End to Poverty Centenary Initiative brings together the various areas of the ILO’s work that contribute to the 2030 Agenda and help define the ILO’s contribution to achieving the SDGs. Developing the initiative will constitute the theme of the Director-General’s Report to the 2016 session of the International Labour Conference, during which delegates will have the opportunity to shape further the ILO’s work on the end to poverty through their discussions in the plenary session. In addition,

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“transforming jobs to end poverty” will be the focus of the ILO’s flagship *World Employment and Social Outlook* in 2016.

## **Decent Work Country Programmes and the new generation of UN national partnership programmes**

39. The ILO will fully support the overall UN system drive on implementation of the 2030 Agenda with a focus on decent work in new national sustainable development strategies, plans and policies. The ILO will engage with partner agencies to foster decent work outcomes at the national, regional and global levels through more coherent and integrated approaches as called for in the ILO’s 2008 Social Justice Declaration, as well as the 2030 Agenda.
40. The increased emphasis on a nationally driven process for the formulation of sustainable development strategies will require a reorientation of UN and thus ILO country partnership support programmes. Many countries are reviewing their UN partnership programmes and several ILO DWCPs are due for renewal (see Annex II). A new guidance note on DWCPs will be issued early in 2016 including the need to integrate the new generation of DWCPs into a strengthened framework for UN support to national sustainable plans and policies.

## **Office-wide collaboration to build capacity for SDG implementation**

41. To play its full role on behalf of member States as the primary source of expertise on the Decent Work Agenda and make a full contribution to the coherent strategies for inclusive economic growth called for in the 2030 Agenda, the Office will need to strengthen its capacities to provide timely evidence-based policy advice, technical information and support. This in turn will require increased collaboration across all parts of the Office in support of country offices’ work with national constituents, UN Country Teams (UNCTs) and other development partners. Regional and global level collaboration will also be stepped up.
42. Unlike the Millennium Development Goals (MDGs), the 2030 Agenda is universal. All member States are thus encouraged “to develop as soon as practicable, ambitious national responses to the overall implementation of this Agenda. These can support the transition to the SDGs and build on existing planning instruments, such as national development and sustainable development strategies, as appropriate” (paragraph 78).
43. The way in which member States respond, “will take into account different national realities, capacities and levels of development ...” (paragraph 74a). The ILO and other partner multilateral agencies can therefore expect to receive many different sorts of requests for support. Nevertheless, given the scale of the decent work and social protection challenges faced by nearly all member States, the ILO may well find its human and financial resources stretched.
44. Goal 8 on the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all may well elicit calls for a thorough examination of the challenges faced by countries in establishing a growth trajectory to 2030 that generates sufficient decent work and enables an inclusive pattern of development to take hold. It is anticipated that the ILO will also play a significant role in the response to Goal 1 on poverty eradication based on our “working out poverty” approach and the emphasis given to the extension of social protection and the construction of social protection floors. Other goals and targets upon which the ILO’s support is particularly

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relevant include education and skills, gender equality, migration, inequalities, industrialization and governance and the rule of law.

45. The SDGs represent both a challenge and an opportunity for the ILO. Responding to the new Agenda will entail reinforcement of the ILO's capacity to engage at country level. Regional directors should therefore assess with area and country directors the likely interest of countries in working with the ILO and the UNCT on national sustainable development strategies. The assessment should include any issues of particular priority and the scope for inter-agency partnerships through the UNCT on SDG 8 and related decent work targets. The timing of any ILO engagement should also be identified.
46. On the basis of such an initial assessment, Regional Directors should prepare a draft plan for the next two years with a focus on those countries where an intensive ILO engagement is strongly supported by constituents and other partners, especially the members of the UNCT, and could be expected to have a significant impact. The draft regional plans would, of course, be more detailed for the year ahead and will need to be revised and rolled forward perhaps on a six-month basis. The extent of support required from the ILO's Global Technical Teams, MULTILATERALS, PARDEV, PROGRAM and other departments should be specified together with the timing of national consultations, programme planning and delivery. Regional Directors will nominate focal points to carry forward the coordination of ILO country-level support for the 2030 Agenda.
47. The draft regional plans will be consolidated by the DDG Field Operations and Partnerships for discussion by the Global Management Team (GMT) with a view to ensuring that available resources, mainly human but also financial, can be aligned and sequenced to country priorities. The overall plan for country support would be backed by the ILO's development cooperation strategy and the mobilization of extra-budgetary resources.
48. The ILO's input to national sustainable development strategies should in due course be consolidated into the next national DWCPs which in turn would constitute the ILO's contribution to the UN's overall partnership programme. The DWCP would also need to cover the financing of the ILO activities which could come from various sources including national budgets (domestic resource mobilization), decentralized bilateral partnerships, UN common funds, international extra-budgetary programmes, and the ILO regular budget and Regular Budget Supplementary Account (RBSA).
49. Not all requests by member States can be anticipated in workplans and technical departments and region and area officers are encouraged to build in sufficient flexibility to meet urgent needs. Where necessary, deciding where and when to focus the ILO's resources will require the attention of the Global Management Team.

## **Integrating decent work in UN country-level programming**

50. The UNDG is developing a new system of country programming for the 2030 Agenda for its partner States. Furthermore, advanced countries will need to decide how to respond to the Agenda's call for national strategic plans and engage with the UN system. Countries may therefore need some time to decide on the form, the priorities and the sequencing of their actions in support of the Agenda, as well as on the national institutional framework that will implement and oversee the implementation of the Agenda.
51. UNCTs and agencies like the ILO should be ready to support national consultations and engage as appropriate in eventual commissions, committees or working groups that might be established for such purposes, including in parliaments, in the coming months. As can

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be seen from Annex II, a number of current UN Development Assistance Frameworks (UNDAFs) and ILO DWCPs will end in 2015 and 2016. Logically, these should be succeeded by new UN partnership programmes and ILO DWCPs. In some countries initial discussions within UNCTs and with governments have started and the UNDG has issued an interim reference guide on *Mainstreaming the 2030 Agenda for Sustainable Development*.<sup>7</sup> ILO country teams should be ready to play a full part in such preparations. ILO guidelines for DWCPs are being reviewed in parallel to a similar process within the UNDG and also the World Bank and new guidance for the biennium on preparing DWCPs will be issued shortly.

52. Some countries may decide to take the opportunity of the adoption of the Agenda to undertake a broad strategic review of their policy framework for inclusive growth and sustainable development. The ILO may be requested to contribute to the analysis of progress towards decent work, challenges and constraints and policy options. In terms of positioning and engagement, this initial analysis stage of the programming cycle is critical. SDG-sensitive country analyses and guidance in this regard will therefore need to be developed as a matter of priority. Such analysis should cover both socioeconomic and rights aspects of the country situation.
53. ILO country teams will most likely need to seek the support of Global Technical Teams for such analytical work, in particular STATISTICS. In many cases, it will be appropriate and advantageous for ILO technical specialists to work with counterparts from other agencies. A resource for such work which can be drawn upon are the new Technical Guidelines for Decent Work Country Analysis.<sup>8</sup> Further investment in capacity building and technical tools will be needed to equip UN colleagues with the skills and knowledge to engage on decent work actions.
54. Other countries may prefer to move directly to the development of programmes on specific policy priorities such as youth employment or social protection floors. MULTILATERALS together with Global Technical Teams will prepare policy notes on decent work policy themes with special reference to the SDGs. The notes will indicate how the ILO's policy approach can assist countries in moving towards a more inclusive growth trajectory and the realization of the SDGs.

## **Strengthening the ILO's contribution to UNCTs**

55. The integrated character of the 2030 Agenda and the prominence of the Decent Work Agenda call for the full engagement of ILO field office directors and staff in UNCTs and UNCT results groups. Experience shows that engagement in UNCT work can be time-consuming and, for relatively small ILO offices where most staff are fully occupied in delivering projects, extremely difficult to manage. It is therefore suggested that ILO Country Office Directors seek early meetings with the UN Resident Coordinators (RCs) and their counterparts in UN Country Teams to discuss plans, working methods and the contribution of the ILO to national sustainable development partnerships.
56. The ILO's International Training Centre is developing new awareness and orientation courses on decent work for sustainable development for ILO staff, especially country

<sup>7</sup> Available at: <https://undg.org/wp-content/uploads/2015/10/Mainstreaming-the-2030-Agenda-UNDG-Interim-Reference-Guide-to-UNCTs-7-October-2015.pdf>.

<sup>8</sup> Decent Work Country Diagnostics Technical Guidelines to Draft the Diagnostic Report: [https://www.ilo.org/intranet/english/bureau/program/dwcp/download/dcwdiagnostics\\_guide\\_july2015.pdf](https://www.ilo.org/intranet/english/bureau/program/dwcp/download/dcwdiagnostics_guide_july2015.pdf).

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officers. Similarly, the ILO will be working with, among others, the UN Staff College on the leadership courses for UN Country Team Leaders so that they have a good awareness of the way the ILO can contribute to the implementation of the 2030 Agenda and its unique tripartite governance and working methods.

- 57.** The UNCT system is supported through the global level UN Development Group. The ILO is actively engaged in the development of guidelines for UNCTs across a range of subjects from broad strategies for sustainable development to the streamlining of office management processes. Wider implementation of the UNDG Standard Operation Procedures (SOPs) to enhance the effectiveness of development cooperation in UN programme countries is foreseen. Originally developed for countries opting for the Delivering as One (DaO) modality (now over 50 countries), it is expected that all UNCTs will be strongly encouraged to adopt the SOPs. Bearing in mind the ILO's status as a specialized agency and thus our obligations to our Governing Body and Conference, ILO field offices should seek to participate in implementation of the SOPs where feasible and cost effective. ILO reform measures – including the business processes review – will be an opportunity to work towards reducing the transaction cost for implementation and reporting for country offices engaging in SOPs and UNCT processes. At the global level, the ILO will continue its active engagement in the UNDG and its working groups to ensure new initiatives are coherent with ILO rules and regulations and work as well as possible for the ILO.
- 58.** The Governing Body has agreed that the ILO should participate in a cost-sharing mechanism among UN agencies and funds and programmes to support the funding of the UN Resident Coordinator system. It covers ten areas: (i) strategic analysis and planning; (ii) oversight of the UN country programming cycle; (iii) representation of and support of UN secretariat and UN agencies/non-resident agencies (NRAs); (iv) support to national coordination systems and processes; (v) development and management of shared operational support services; (vi) crisis management preparedness and response; (vii) external communication and advocacy; (viii) human rights and development; (ix) joint resource mobilization and fund management; and (x) general UNCT oversight and coordination. However, RCs are likely to continue to request additional funds often from agencies participating in UN country programmes on an ad hoc basis. ILO regional and country offices will wish to respond to such requests for contributions based on their assessment of need and value for money and the availability of resources within their budgets.
- 59.** The ILO is seeking a global review of the programme and budgets of the RC system with a view to placing it on firmer foundations for the implementation of the 2030 Agenda.
- 60.** Field office questions regarding the UNDG system should be directed to MULTILATERALS which is responsible for coordinating ILO engagement with the UN development system, with copy to regional offices.
- 61.** The ILO serves many countries through regional offices and subregional Decent Work Teams which enable the concentration of technical resources to serve constituents. In UN terminology, this makes us an NRA in many countries even where we may have projects running. This can pose difficulties for the ILO's active engagement in UNCTs. Directors of ILO regional and multi-country offices should, in assessing the scope for ILO support for country sustainable development strategies, consider how best to engage in countries where we are not officially resident. It will be necessary to enhance our visibility and work with the UN through project staff, national correspondents, temporary assignments, video or telephone conferencing, and carefully planned missions.
- 62.** In addition, Regional Directors will wish to consider further strengthening the ILO's participation in UN and other regional structures such as those offered by the economic



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and social commissions and the UNDG.<sup>9</sup> The ILO's active role in joint issue platforms such as the Social Protection Inter-Agency Cooperation Board (SPIAC-B) can also help to ensure that ILO approaches are well embedded in common system support.

63. The ILO will also work within the UNDG to ensure that UNCTs pay special attention to the ways in which the expertise of NRAs can be drawn upon for national sustainable development strategies.

### **III. ILO policy advice on decent work for sustainable development**

64. As part of the Director-General's programme of reform, the ILO has stepped up and refocused its technical capacity in a number of areas that contribute to decent work for sustainable development. Global Technical Teams will be the primary source of expertise for ILO field officers to draw on for support in developing the decent work components of national plans. The teams cover employment, enterprises, governance and tripartism, social protection, standards, work quality, statistics and research. GTTs will nominate focal points to assist in the coordination of policy advice support on the 2030 Agenda.
65. The ILO's flagship programmes on Better Work, a revised International Programme on the Elimination of Child and Forced Labour (IPEC+), Occupational Safety and Health Global Action for Prevention (OSHGAP), Jobs for Peace and Resilience, and the Social Protection Floor will be a major support to ILO country-level work for SDG implementation.
66. MULTILATERALS, together with the policy departments concerned, is preparing a series of short thematic notes on recurring policy priorities. In addition to being an advocacy tool for ILO country officers and constituents, the notes will reference further sources of information and analysis. In many areas there will be substantial potential for collaboration with other agencies. The notes will therefore also reference relevant work from such agencies especially where it is based on, for example, collaborative research.
67. An important theme for the ILO will be the promotion of respect for fundamental principles and rights at work, as well as social dialogue and tripartism and gender equality non-discrimination. Existing guidance on ways to integrate the ILO's rights-based approach into sustainable development will need to be reviewed in light of the 2030 Agenda. Converting the ILO's normative work into operational tools that could be used by the ILO and other UN colleagues and stakeholders will build broad understanding of the ILO standards and facilitate their implementation. To this effect, use should be made of the analysis and evaluations of the supervisory bodies of the ILO regarding the state of application and respect of fundamental principles and rights at work, which serve as a basis for putting fundamental labour rights into practice at global, regional and national levels.
68. Goal 8.b calls for the development and operationalization of a global strategy for youth employment and the implementation of the Global Jobs Pact of the ILO, by 2020. The new Global Initiative on Decent Jobs for Youth provides a strong framework for such a strategy on youth employment. Its development was led by the ILO and the next step will be to operationalize it through a multi-stakeholder partnership.<sup>10</sup>

<sup>9</sup> The 13th ILO African Regional Meeting (December 2015) focused on implementation of the African Union 2063 Agenda and the UN 2030 Agenda: [http://www.ilo.org/wcmsp5/groups/public/--ed\\_norm/---relconf/documents/meetingdocument/wcms\\_432579.pdf](http://www.ilo.org/wcmsp5/groups/public/--ed_norm/---relconf/documents/meetingdocument/wcms_432579.pdf).

<sup>10</sup> [http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_447516/lang--en/index.htm](http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_447516/lang--en/index.htm).

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69. The 2009 Global Jobs Pact was developed as the ILO's response to the crisis and was endorsed by the UN. The portfolio of policies it references is equally relevant to the challenges of promoting decent work for sustainable development. Bearing in mind that the Pact was adopted by the ILC, the Office will wish to revisit its presentation as a means of implementation for SDG 8.
  70. As noted above the 2016 *World Employment and Social Outlook* will focus on "transforming jobs to end poverty". Developing the "End to poverty" Centenary Initiative will constitute the theme of the Director-General's Report to the 2016 session of the International Labour Conference and create an opportunity to shape further the ILO's work on implementing the 2030 Agenda through a focus on decent work for sustainable development.
  71. Drawing on the 2016 ILC debate and Regional Directors' identification of key areas for ILO focus, the Office will review its research and policy analysis strategy to make sure that there is a steady flow of evidence-based research. In view of the need for increased policy coherence, a renewed emphasis on the scope for joint research with partner agencies will form part of this review. A programme of joint research with the World Bank is being established and similar collaborations are planned with UNCTAD and other partners.
  72. An important dimension of the ILO's policy development is examination of the particular needs of groups of countries such as the least developed, small island and fragile states. The ILO's contribution of national sustainable development strategies while drawing on international experience needs to be tailored to country circumstances.
  73. The ILO has made an initial input to a UNDG exercise of compiling a catalogue of SDG tools for UNCTs. In light of the review of policy tools and evidence-based policy analysis, the ILO contribution will be updated.

#### **IV. Decent work indicators to monitor SDG progress**

##### **Integrating decent work into the indicators framework**

74. The ILO is part of an Inter-Agency Expert Group (IAEG) created by the UN Statistical Commission (UNSC), which is composed of 28 member States from all regions, with the purpose of supporting the finalization of proposals for a global indicators' framework. This framework is intended to assist in the measurement of progress towards sustainable development targets including on decent work, and be the core of the monitoring system as from 2016. The ILO has supported this effort through the coordination of indicators for Goal 8 and, along with other experts, for targets connected to the Decent Work Agenda.
75. This work, to be defined by member States (UN agencies are observers) will culminate in a report from the UNSC in March 2016 to the meeting of the High-Level Political Forum in July 2016. Once agreed by this body, the global indicators' framework will be formally approved by the General Assembly in September 2016. Within the ILO, this effort is led by the ILO's Chief Statistician with the support of our New York Office and technical departments, ACTRAV and ACT/EMP. The report to the March UNSC by the IAEG shows that several relevant indicators would be available for targets connected to the Decent Work Agenda and point to the ILO as a primary source and compiler of information for a number of global indicators. Some of these indicators are already

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consolidated indicators while many others are proposed for further development, particularly in terms of possible disaggregations that are not currently widely available.<sup>11</sup>

- 76.** The global indicators will be a relatively short list compiled for the purposes of tracking global progress.<sup>12</sup> Nevertheless, it will require a significant effort particularly for developing countries in terms of the production and timely dissemination of the set of indicators. Individual countries may wish also to track a larger set of indicators for national progress reports.
- 77.** The ILO has gained valuable experience in supporting countries in producing labour statistics and on adopting internationally comparable concepts in their statistical practices.<sup>13</sup> In terms of analysis, it also supported the preparation of Decent Work Country Profiles.<sup>14</sup> The ILO Technical Guidelines for Decent Work Country Analysis draw on this and other relevant experience. However, an expansion of demands from member States for support on the production of the proposed list of indicators can be expected requiring an increase in both technical and financial resources.<sup>15</sup>
- 78.** UN Regional Commissions are also working on a broader list of regionally specific indicators that will feed the global process with the active participation of regional labour statisticians.<sup>16</sup> Some countries like Mexico, India or Brazil are already discussing their national indicators. The Office will need to identify the human and financial resources needed to be able to support countries in using these guidelines for national decent work baseline and monitoring reports. Besides, global monitoring of the expanded set of indicators will require a special effort from the Office (never undertaken before) on compiling existing data, supporting the filling of significant data gaps and fine-tuning estimations for countries which do not produce the data in order to refine global estimations with the required disaggregation. In this regard, the expanded list will include quantitative and qualitative indicators, in some cases challenging standard methods and requiring innovation and inclusion of new ways of undertaking this task by countries and by the ILO. Preliminary discussions talk of having annual reports in order to monitor progress of the Agenda once a benchmark is defined.

<sup>11</sup> Available at: <http://unstats.un.org/unsd/statcom/47th-session/documents/2016-2-IAEG-SDGs-E.pdf>.

<sup>12</sup> It is envisaged that 169 targets will have around 300 indicators for all goals. In the case of decent work, it will be extremely demanding in terms of statistical systems. For instance, even developed countries like Japan estimate that they would only meet 60 per cent of the proposed list today (UNESCAP). It is therefore envisaged that there will be a strong need to raise special funding at the international level to support countries in strengthening their statistical capacities to produce the required benchmarks and indicators. South–South cooperation has also been mentioned as a key mechanism to achieve this in order not to “leave anyone behind”.

<sup>13</sup> The International Conference of Labour Statisticians (ICLS) is one of the oldest mechanisms (hosted by the ILO) which proved to be extremely useful during the discussions the countries are having within the IAEG to define the indicators’ framework.

<sup>14</sup> <http://www.ilo.org/integration/themes/mdw/lang--en/index.htm>.

<sup>15</sup> In the MDG process, the ILO supported countries in following four indicators and in them there were huge gaps in available indicators and it required a strong effort from the Office (at least three departments involved) to report regularly (every two years) on them. From this, lessons should be drawn in terms of the need to prepare the ILO to cope with the emerging challenge.

<sup>16</sup> At the present only Africa, the Americas and Asia and the Pacific have dedicated regional labour statisticians. Arab States will have a junior position soon. However, Europe, covering most of Russian-speaking Central Asia, does not have one.

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## **Strengthening the ILO's capacity to support SDG monitoring**

- 79.** As referenced above, the final two targets of the SDGs concern the strengthening of the capacities of developing countries to collect relevant data and analyse it for, among other things, the monitoring of progress towards the SDGs. Especially in least developed countries, statistical services are not yet able to collect important data with adequate coverage and frequency. This hampers policy development and the monitoring of progress. The ILO should equip itself to be able to offer enhanced support to national capacities for the collection and dissemination of indicators and data and to analyse decent work data to support national policies, programmes and reports. During the 2015 UN General Assembly, an initiative entitled Global Partnership for Sustainable Development Data (GPSDD) was launched. The GPSDD aims to be the platform for action for the data revolution called for in the 2030 Agenda and the ILO has already joined this initiative. This Partnership is meant to attract donors to this huge task. This had already been discussed during the Third International Conference on Financing for Development in Addis Ababa as part of supporting the so-called “data revolution” launched by the UN Secretary General in 2014 with a special report of a dedicated Expert Group. Framed within this and other initiatives like Paris 21 and the ISWGHS,<sup>17</sup> STATISTICS and PARDEV will prepare a project proposal aimed at strengthening national capacity to produce, analyse and disseminate labour statistics and to support constituents in monitoring and reporting on selected SDGs and targets, particularly in least developed countries and in the adaptation of concepts to the developed world. The ILO's own capacities to regularly compile, support and provide global estimations for such an enhanced array of statistical indicators will be assessed and reviewed, both at the central and field levels.

## **V. Capacity building, communication, knowledge sharing and staff development**

### **Strengthening constituents' capacity to engage in national strategies**

- 80.** Grasping the opportunity to embed decent work and inclusive growth in national sustainable development strategies will depend to a very large extent on the capacity within government of ministries of employment, labour and social affairs, employers' organizations and trade unions to engage actively and constructively in national consultations and decision-taking. As can be judged from the formulation of the Agenda, decent work targets, including social protection floors, as well as gender equality and addressing inequalities, are seen as key areas of policy that accelerate and shape growth and development into patterns that are more inclusive and effective in reducing poverty. Many, although not all, of these tools are the responsibility of ministries of employment, labour and social affairs. However, in the past, ministries of employment, labour and social affairs have often not been seen by governments (and key parts of the multilateral system) as strategic macroeconomic actors. The ILO will therefore develop a programme of capacity building, especially for ministries, with a particular focus on least developed countries, aimed at identifying and meeting needs, such as the capacity to engage in inter-ministerial strategy discussions on sustainable development. It is suggested that the

<sup>17</sup> Inter-Secretariat Working Group on Household Surveys is a UNSC body, chaired by the World Bank and with the ILO in its management board, which recently announced a trust fund by the World Bank to support 15 developing countries in producing regular multipurpose surveys.

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Governance Global Technical Team, together with the ITC, prepare proposals. In this regard, the capacity of tripartite systems of consultation may also need building to equip them to play a role in the implementation of the 2030 Agenda.

81. It will also be important for the social partners to assert themselves in national consultation and decision-making processes around the follow-up to the 2030 Agenda. ACT/EMP and ACTRAV, together with ITC, will wish to review their capacity-building work with a view to supporting employers' and workers' organizations' engagement in the 2030 Agenda.

### **Strengthening advocacy, communication and information sharing**

82. DCOMM, MULTILATERALS and a number of technical departments, as well as regional offices, are providing a steady flow of material for advocacy and information surrounding the role of decent work in sustainable development. There will be a continuing need to explain to potential partners and the interested public the significance of decent work to sustainable development and the ILO's role in implementation of the 2030 Agenda.
83. Equally important will be the development of an easy to use web-based information source for ILO officials and constituents offering access to advocacy tools, training and guidance materials, policy documents and research and analytical reports to support the centrality of decent work for new national sustainable development strategies.

### **Staff development and knowledge sharing**

84. A successful 2030 ILO Implementation Plan will require well-informed and adequately prepared staff. Specific training and capacity-building initiatives are being developed by the ITC. This will build on experience with the Toolkit on Mainstreaming Decent Work. For example, it is anticipated that the support to the implementation of Goal 8 will require staff to have a broader understanding of the relationship between macroeconomic policies and employment.
85. Regular briefings and consultations with field staff to share updates and discuss opportunities and issues will need to be implemented. Each headquarters technical department is requested to designate a staff member as focal point for work on SDG implementation. The focal points would then serve as points of contact with the Field Operations Portfolio especially the regional UN system contact persons.

## **VI. Multi-stakeholder partnerships, issue-based coalitions and resource mobilization**

86. The 2030 Agenda envisages that a "revitalized Global Partnership will facilitate an intensive global engagement in support of implementation of all the goals and targets, bringing together governments, civil society, the private sector, the United Nations system and other actors and mobilizing all available resources". The ILO will wish to participate in the development of such a partnership or collection of partnerships for example by convening global multi-stakeholders to support the implementation of SDG 8 and other decent work objectives of the 2030 Agenda. The partnerships would work as global platforms to galvanize political support, funding and technical means of implementation.
87. They provide a framework for a number of issue-based coalitions and action-oriented initiatives aligned with the relevant targets (for example, child/forced labour, youth employment, social protection, safe work, labour migration, etc.). A current example is the

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Global Initiative on Decent Jobs for Youth led at the request of the CEB by the ILO. The well-established SPIAC-B and the UNDG/ILO initiative on the implementation of social protection floors (targets 1.3 and 10.4) are other examples of collaborative and constructive partnerships in which the ILO is able to play an important leadership role. There is considerable scope for similar initiatives on several decent work for sustainable development topics.

88. Multilateral agencies will be the main drivers of issue-based or SDG-based multi-stakeholder partnerships. Policy departments, together with MULTILATERALS, will coordinate the ILO's engagement in such partnerships. In some cases, the ILO should be the lead convener. In others, the ILO should more appropriately be a member of the partnership.
89. A unified ILO strategy for resource mobilization is vital. PARDEV, in consultation with policy departments and regions, will identify the most appropriate sources of funding for ILO 2030 Agenda support activities by policy field and country or region. This will include potential public and private sources of funding.

## **VII. GMT oversight and action checklist**

90. The GMT will wish to closely follow the roll-out of the 2030 ILO Implementation Plan with regular reports of progress covering, especially, issues requiring coordination across the Office. Such reports will address specific aspects of the Plan and be prepared through the DDG/FOP.
91. MULTILATERALS will convene meetings of departments and regions as required for the coordination of 2030-related activities, reporting as needed to the GMT. The coordinating team for Programme Enabling Outcome A on Advocacy of Decent Work will also play an important role in maintaining the coherence of the ILO's action to support the 2030 Implementation Plan. The team will in particular want to ensure that, where appropriate, ILO activities at country level and under the ten policy outcomes are reported as 2030 implementation activities too, and vice versa. In this way, double reporting can be avoided and the ILO's overall contribution to UN system follow-up tracked.
92. A particular issue requiring GMT decision will be the identification of countries for intensive ILO engagement in 2016 and the mobilization of the necessary technical support to the country offices concerned.
93. Following the adoption of the new ILO development cooperation strategy, PARDEV will develop with regions and policy departments a coordinated resource mobilization strategy to focus fundraising work effectively and avoid the presentation of multiple separate ILO proposals to the same partners. Reports on the coordination of 2030 Agenda-related programme and project resource mobilization will be included in the regular reports for the GMT.
94. At the global level, planning for implementation will evolve during 2016, including clarification of the contributions from the World Bank and other key actors. The GMT will need to be apprised of such developments.
95. The ILO Governing Body will discuss the 2030 Agenda regularly and, as noted above, in 2016 the International Labour Conference will consider the Director-General's theme report developing the "End to poverty" Centenary Initiative.

96. The ILO should also be ready to play a significant role in the UN's annual follow-up and review of progress towards the 2030 goals and targets. With a 15-year programme ahead, it will also be necessary to review from time to time whether policy tools need augmentation.

97. The following checklist summarizes actions identified in this paper, the units responsible for initiating the actions and the time frame.

### ILO Implementation Plan 2016: Actions checklist

Action	Region/department	Time frame
1. Regions' preliminary assessment of ILO country engagement in national SD strategies in 2016 and 2017	Regional Directors following consultation with country officers	January–March
2. Contact with UNCT Leaders in countries where ILO is non-resident to discuss how best to organize ILO inputs to national SD strategies	Area Office Directors	January–March
3. Synthesis report on potential ILO country engagement for GMT	MULTILATERALS	March
4. Preparation of resource mobilization strategy for 2030-related activities	PARDEV in consultation with policy departments, Flagships and regions (summary to be included in report to GMT)	January–February
5. Preparation of SDG-based ILO partnership strategy	MULTILATERALS to convene meetings with relevant policy departments and PARDEV	January–May
6. Preparation of 2016 <i>World Employment and Social Outlook</i>	RESEARCH, in consultation with CAB, DDG/P and MULTILATERALS	Draft to be reviewed in April for publication May
7. Director-General's theme Report on End to Poverty Initiative	DG and CAB	January–April
8. Input to UNSC on DW for sustainable development indicators	STATISTICS, supported by policy departments, ACT/EMP, ACTRAV and New York Office	January–March
9. Development of support programme for country-level Indicators	STATISTICS and PARDEV with policy departments and regions	January–June
10. Awareness and orientation courses on DW and SDGs for ILO officials	ITC, in consultation with MULTILATERALS and HRD	September 2015–February 2016
11. Prepare programmes to reinforce constituents' capacity to engage in national SD strategies	ITC with Governance, STATISTICS, ACT/EMP and ACTRAV	January–June
12. Work with UNSSC on leadership courses for UNCT leaders	ITC with MULTILATERALS	January–December
13. Prepare and issue new guidance on DWCPs	PROGRAM	January–February
14. Coordination Outcome A with 2030 implementation	PROGRAM (Outcome A coordination team)	January onwards
15. ILO input to UNDG guidance to UNCTs	New York Office and MULTILATERALS with PROGRAM and PARDEV	January onwards
16. ILO input to HLPF follow-up	New York Office and MULTILATERALS in consultation with DDG/MR and CAB on implications for GB and ILC agendas	January–June
17. Nomination of focal points by global technical teams, flagships and regions	DDG/P and RDs	January–February
18. Organization of workshops with 2030 Agenda ILO focal points	MULTILATERALS, in coordination with regions and HQ departments	March–December

<b>Action</b>	<b>Region/department</b>	<b>Time frame</b>
19. Policy notes on decent work for sustainable development topics	MULTILATERALS, in consultation with policy departments	September 2015 onwards
20. Update report to March GB on UN global-level review processes, ILO implementation, etc.	MULTILATERALS	January
21. Launch of new web page on decent work for sustainable development	DCOMM and MULTILATERALS	January
22. Review research and policy analysis in light of 2030 decent work goals and targets	Policy portfolio	July–October 2016



## Annex I

### 2016–17 programme and budget results frameworks links to Agenda 2030 goals and targets

(Non-exhaustive and indicative, including direct and indirect links)

SDGs and programme and budget results frameworks	
Policy outcomes	SDGs and targets
PO 1: More and better jobs	1.1– 1.4; 4.3–4.5; 4.c; 5.1; 5.4; 5.5; 8.1–8.10 + 8.a and 8.b; 9.1–9.2; 10.1; 11.5 (Goals 6; 7, and 10)
PO 2: Labour standards	16.3; 8.8
PO 3: Social protection floors	1.1; 1.2; 1.3; 3.8; 3.c; 10.4
PO 4: Sustainable enterprises	8.2; 8.3; 9.3; 12.4; 12.6
PO 5: Rural economy	1.1; 1.2; 2.3; 10.1
PO 6: Informal economy	1.1; 1.2; 5.1; 10.1
PO 7: Compliance	3.9; 10.4; 8.8
PO 8: Unacceptable forms of work	8.7; 16.2
PO 9: Migration	8.8; 10.7; 10.c
PO 10: Workers and employers	16.7; 4.c
SDGs and cross-cutting policy drivers	
Policy driver	SDGs and targets
CC 1: Labour standards	16.3; 8.8
CC 2: Social dialogue	16.7
CC 3: Gender equality	4.5; 5.1–5.6; 5.a–5.c; 8.5; 10.2
Enabling outcomes	
Essential delivery services	SDGs and targets
A. Effective advocacy for decent work	Coordinating Mechanism for ILO inputs to 2030 Agenda
B. Effective and efficient governance of the Organization	Oversight of ILO 2030 Implementation effort
C. Efficient support services and effective use of ILO resources	Collaboration with UN partners
SDGs and Centenary Initiatives	
Centenary Initiative	SDGs and targets
CI 1: Governance	16.3; 16.7; 16.10; 17.9; 17.13–17.19
CI 2: Standards	8.7; 16.3
CI 3: Green	8.4; 9.4; 12.5 (Goals 13, 14 and 15)
CI 4: Enterprise	8.2; 8.3; 9.3
CI 5: End of poverty	Overall context defining ILO contribution to 2030 (SD 8+)
CI 6: Women at work	4.5; 5.1; 5.a; 8.5; 10.2
CI 7: Future of work	1.1–1.4; 4.3–4.5; 4.c; 5.1; 5.4; 5.5; 8.1–8.10, 8.a and 8.b; 9.1, 9.2; 10.1; 11.5 (Goals 6, 7 and 10)
SDGs and flagship programmes	
Flagship programme	SD goals and targets
CI 1: Better Work	5.5; 8.2; 8.8; 9.3; 17.11
CI 2: IPEC+	8.7; 16.2
CI 3: OSH	3.9; 8.8; 9.3
CI 4: Jobs for peace and resilience	Goals 1; 8; 10; 11; 13 and 16
CI 5: Social protection floor	1.3; 3.8; 5.4; 8.5; 10.4

## Annex II

### UNDAF roll-outs 2014–16 and DWCPs

The table indicates the duration of the current UNDAF and DWCPs. It is based on information drawn from the UNDG website, as well as PARDEV and PROGRAM. New UNDAF planning usually begins one year before an existing UNDAF expires, but delays may arise mainly due to political considerations. All DWCPs, except the one in Mauritius, are aligned with respective UNDAFs. The UNDAF cycle is usually five years, but there are some differences in duration.

Region	Country	2014	2015	2016
Africa	Algeria	UNDAF 2012–14 DWCP **		
	Botswana		UNDAF 2012–16 DWCP 2011–15	
	Burkina Faso	UNDAF 2011–15 DWCP 2012–15		
	Burundi		UNDAF 2012–16 DWCP 2012–15	
	Cabo Verde		UNDAF 2012–16 DWCP 2012–15	
	Cameroon			UNDAF 2013–17 DWCP 2014–17
	Central African Republic		UNDAF 2012–16 DWCP 2013–16	
	Côte d'Ivoire	UNDAF 2009–15 DWCP * (expired)		
	Chad	UNDAF 2012–16 DWCP 2013–15		
	Djibouti			UNDAF 2013–17 DWCP **
	Democratic Republic of the Congo			UNDAF 2013–17 DWCP 2013–16
	Egypt			UNDAF 2013–17 DWCP *
	Equatorial Guinea			UNDAF 2013–17 DWCP *
	Eritrea		UNDAF 2013–16 DWCP *	
	Ethiopia		UNDAF 2012–16 DWCP 2014–15	
	Gabon		UNDAF 2012–16 DWCP 2013–16	
	Gambia		UNDAF 2012–16 DWCP 2014–17 **	
	Ghana		UNDAF 2012–16 DWCP 2014–17 **	
	Guinea			UNDAF 2013–17 DWCP 2014–17
	Guinea-Bissau			UNDAF 2012–17 DWCP 2012–15

Region	Country	2014	2015	2016
	Lesotho			LUNDAP 2012–17 DWCP 2012–17
	Liberia			UNDAF 2013–17 DWCP 2014–19 **
	Libya	United Nations Framework 2013–14 DWCP*		
	Malawi		UNDAF 2012–16 DWCP 2011–16	
	Mali	UNDAF 2015–19 DWCP 2012–15		
	Mauritania		UNDAF 2012–16 DWCP 2012–15	
	Mauritius		UNDAF 2013–16 DWCP 2012–14 ***	
	Mozambique	UNDAF 2012–15 DWCP 2011–15		
	Rwanda			UNDAF 2013–17 DWCP **
	Sao Tome and Principe		UNDAF 2012–16 DWCP 2013–16	
	Senegal		UNDAF 2012–16 DWCP 2012–15	
	Somalia	UNDAF 2011–15 DWCP 2012–15		
	South Africa			UNSCF 2013–17 DWCP **
	South Sudan		UNDAF 2012–13 DWCP **	
	Sudan		UNDAF 2013–16 DWCP*	
	Swaziland	UNDAF 2011–15 DWCP 2010–14		
	Tanzania, United Republic of		UNDAF 2011–15 DWCP 2013–16	
	Uganda	UNDAF 2010–15 DWCP 2012–15		
	Zambia	UNDAF 2011–15 DWCP 2013–16		
	Zimbabwe	UNDAF 2012–15 DWCP 2012–15		
Americas	Argentina	UNDAF 2010–15 DWCP 2012–15		
	Barbados		UNDAF 2012–16 DWCP 2012–15	
	Belize		UNDAF 2013–16 DWCP 2009–15	
	Bolivia, Plurinational State of			UNDAF 2013–17 DWCP **

Region	Country	2014	2015	2016
	Brazil		UNDAF 2012–16 DWCP **	
	Colombia	UNDAF 2008–14 DWCP 2008–14		
	Costa Rica			UNDAF 2013–17 DWCP 2013–17
	Dominican Republic		UNDAF 2012–16 DWCP 2013–15	
	El Salvador	UNDAF 2012–15 DWCP**		
	Guyana		UNDAF 2012–16 DWCP 2012–15	
	Haiti			UNDAF outdated DWCP *
	Honduras		UNDAF 2012–16 DWCP 2012–15	
	Jamaica		UNDAF 2012–16 DWCP*	
	Nicaragua			UNDAF 2013–17 DWCP**
	Panama	UNDAF 2012–15 DWCP 2012–15		
	Peru		UNDAF 2012–16 DWCP**	
	Suriname		UNDAF 2012–16 DWCP*	
	Uruguay	UNDAF 2011–15 DWCP*		
Arab States	Jordan			UNDAF 2013–17 DWCP 2012–15
	Lebanon	UNDAF 2010–14 DWCP *		
	Occupied Palestinian Territory		UNDAF 2014–16 DWCP 2013–16	
	Saudi Arabia		UNDAF 2012–16 DWCP *	
	Syrian Arab Republic	UNDAF 2007–11 DWCP **		
	Yemen	UNDAF 2012–15 DWCP **		
Asia and the Pacific	Bangladesh		UNDAF 2012–16 DWCP 2012–15	
	Cambodia	UNDAF 2011–15 DWCP 2011–15		
	China	UNDAF 2011–15 DWCP 2013–15		
	Fiji			UNDAF 2013–17 DWCP **

Region	Country	2014	2015	2016
	India			UNDAF 2013–17 DWCP 2013–17
	Indonesia	UNDAF 2011–15 DWCP 2012–15		
	Iran, Islamic Republic of		UNDAF 2012–16 DWCP *	
	Lao People's Democratic Republic		UNDAF 2010–16 DWCP 2011–15	
	Maldives, Republic of	UNDAF 2011–15 DWCP*		
	Mongolia		UNDAF 2012–16 DWCP 2012–16	
	Myanmar			UNDAF 2012–15 DWCP*
	Nepal			UNDAF 2013–17 DWCP 2013–17
	Pakistan			UNDAF 2013–17 DWCP 2010–15
	Papua New Guinea	UNDAF 2012–15 DWCP 2013–15		
	Samoa			UNDAF 2013–17 DWCP 2013–16
	Sri Lanka			UNDAF 2012–16 DWCP 2013–17
	Thailand		UNDAF 2012–16 DWCP**	
	Viet Nam		UNDAF 2012–16 DWCP 2012–16	
Europe and Central Asia	Albania		UNDAF 2012–16 DWCP 2012–15	
	Armenia	UNDAF 2010–15 DWCP 2012–15		
	Azerbaijan	UNDAF 2011–15 DWCP 2012–15		
	Belarus	UNDAF 2011–15 DWCP *		
	Macedonia, the former Yugoslav Republic of	UNDAF 2010–15 DWCP 2010–13		
	Georgia	UNDAF 2011–15 DWCP *		
	Kazakhstan	UNDAF 2011–16 DWCP 2013–15		
	Kosovo	UNDAF 2011–15 DWCP *		
	Kyrgyzstan		UNDAF 2011–17 DWCP 2012–14	
	Moldova, Republic of			UNDAF 2013–17 DWCP 2012–15
	Montenegro		UNDAF 2010–15 DWCP **	

Region	Country	2014	2015	2016
	Serbia	UNDAF 2011–15 DWCP 2013–17		
	Tajikistan	UNDAF 2010–15 DWCP 2014–17		
	Turkey	UNDAF 2011–15 DWCP *		
	Turkmenistan	UNDAF 2010–15 DWCP *		
	Ukraine		UNDAF 2012–16 DWCP 2012–15	
	Uzbekistan	UNDAF 2010–15 DWCP 2014–16		
Subregional UNDAFs			UNDAF Caribbean 2012–16	UNDAF Pacific 2013–17

\* No DWCP. \*\* Draft DWCP version. \*\*\* DWCP not aligned with UNDAF