



## Governing Body

309th Session, Geneva, November 2010

GB.309/TC/2

Committee on Technical Cooperation

TC

**FOR INFORMATION**

SECOND ITEM ON THE AGENDA

## **ILO technical cooperation and Decent Work Country Programmes, 2008–09**

### **Overview**

**Issues covered**

Overview covering 2008–09 of the status of Decent Work Country Programmes and of the scope of the ILO's technical cooperation programme and its financial resources.

**Policy implications**

None.

**Financial implications**

None.

**Action required**

None.

**References to other Governing Body documents and ILO instruments**

GB.297/PV, GB.304/TC/2, GB.307/TC/1, GB.309/TC/1.

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## I. Introduction

1. This paper provides an overview of the status of Decent Work Country Programmes and the ILO's technical cooperation programme, covering the period 2008–09. The first part of the paper provides an annual report on the status of the Decent Work Country Programmes. The second part gives an overview of the scope of the ILO's technical cooperation programme, taking into account extra-budgetary technical cooperation resources (XBTC), regular budget technical cooperation (RBTC) resources and the Regular Budget Supplementary Account (RBSA).
2. The paper combines and considerably abridges two items previously discussed separately, in view of the fact that the report *ILO programme implementation 2008–09*<sup>1</sup>, submitted to the International Labour Conference at its 99th Session in June 2010, already covered results attained under Decent Work Country Programmes and technical cooperation as part of the ILO's integrated resources framework.

## II. Implementation of Decent Work Country Programmes

3. In November 2006, the Governing Body requested the Office to provide annual status reports on the outcome and impact of Decent Work Country Programmes.<sup>2</sup> The present report covers the period September 2009 to August 2010. The last report listed 47 finalized and approved programmes.<sup>3</sup> Since then 13 new programmes have been finalized and approved in Afghanistan, Benin, Bahrain, Cambodia, India, Kazakhstan, Kiribati, The former Yugoslav Republic of Macedonia, Namibia, Oman, South Africa, Swaziland and Tuvalu. During the same period, ten programmes expired,<sup>4</sup> with the result that there are currently 50 Decent Work Country Programmes in effect, and over 70 in various stages of development.<sup>5</sup>
4. *Trends.* All regions reported similar trends as in the previous report:
  - (a) Decent Work Country Programmes continue to be designed in a more results-based manner, including adequate monitoring and evaluation mechanisms to measure

<sup>1</sup> ILO: *ILO Programme Implementation 2008–09*, Report of the Director-General, Report 1(A), International Labour Conference, 99th Session, Geneva, 2010.

<sup>2</sup> GB.297/PV, para. 240.

<sup>3</sup> The last report on the ILO's technical cooperation programme covered 2007–08 and was presented to the Committee at the 304th Session (March 2009) of the Governing Body (GB.304/TC/2).

<sup>4</sup> Azerbaijan, Bangladesh, Chile, Jordan, Kazakhstan, Kyrgyzstan, Lesotho, Mali, Senegal and Tajikistan.

<sup>5</sup> For detailed information see [www.ilo.org/public/english/bureau/program/dwcp/countries/index.htm](http://www.ilo.org/public/english/bureau/program/dwcp/countries/index.htm).

progress towards desired results. Lessons learned from evaluations are being used to improve the second cycle of country programmes.<sup>6</sup>

- (b) As the ILO develops and implements Decent Work Country Programmes, constituents are better aware of their importance and are more interested and prepared to engage in all stages of the process in a more effective manner.
  - (c) All the new Decent Work Country Programmes were developed in consultation with ILO constituents, either individually or through tripartite meetings and workshops. Nevertheless, participation by constituents still varies in degree (see below).
  - (d) Out of the newly adopted Decent Work Country Programmes, 11 were aligned with United Nations Development Assistance Frameworks (UNDAFs), resulting in a total of 47 out of the 50 active Decent Work Country Programmes that cohere with respective UNDAFs.
5. *Facing the financial crisis.* In a number of countries, Decent Work Country Programmes were reviewed and adapted to respond to specific needs created by the financial crisis and its social impact (for example, Brazil and Cambodia). Under the Global Jobs Pact, the ILO carried out employment impact assessments which provide the foundation for the design of job-creation policies and programmes that limit the risk of long-term unemployment and increased informality. The results of such assessments were taken up in the implementation of Decent Work Country Programmes in a number of countries, including Cambodia, Indonesia, Liberia and Uganda.
6. The ILO also facilitated the organization of several events aimed at developing measures to mitigate the impact of the crisis. The First Decent Work Symposium was organized in Africa, where constituents agreed that Decent Work Country Programmes were to be the vehicle for the implementation of the Global Jobs Pact in the continent. A subregional conference of high-level tripartite delegations was held in Baku (Azerbaijan), where five countries (Azerbaijan, Kazakhstan, Kyrgyzstan, Russian Federation and Tajikistan) defined the priorities of their new Decent Work Country Programmes<sup>7</sup> as to strengthen measures addressing the negative social impact of the crisis and to improve labour market governance; another subregional forum was held in El Salvador on how to respond to the crisis with equity. Most of the newly developed Decent Work Country Programmes contain measures to address the effects of the economic crisis, in line with the Global Jobs Pact.
7. *Social partners' participation.* All regional offices reported that the constituents were extensively involved in the development of the new Decent Work Country Programmes. The majority of programmes have established steering committees to ensure constituents' participation in implementation. In Sri Lanka and Timor-Leste, constituents were involved in improving the results framework of the programmes. In Lao People's Democratic Republic, the constituents were engaged in the country programme review exercise in early 2010, which helped identify priorities for the upcoming Decent Work Country Programme.
8. *Funding.* Most of the regions have been able to mobilize resources from the donor community or from other United Nations agencies to fund certain outcomes of the Decent

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<sup>6</sup> The following Decent Work Country Programmes have undergone an independent evaluation: Argentina, Indonesia, Jordan, Kyrgyzstan, Philippines, Ukraine and Zambia. There have also been seven biennial country programme reviews.

<sup>7</sup> In the case of the Russian Federation, these are priorities for cooperation within the new Programme of Cooperation for 2010–12.

Work Country Programmes. This will be further covered later in this paper. A welcome trend is the financing of the programmes through national governments as they integrate certain components into national planning. This seems to be the case especially in African countries, where the Governments of Benin, Burkina Faso, Lesotho, Madagascar, South Africa, Swaziland and Togo have financed or co-financed with the ILO diverse projects and studies. Within the Americas, Brazil and Colombia have also made contributions to implement Decent Work Country Programme outcome activities. In the Asia–Pacific region, the United States has recently approved funding to support the Decent Work Country Programme in Afghanistan rather than specific outcomes of the country programme.

9. *Major results 2009–10.* The results obtained during the 2008–09 biennium from goals and strategies developed through Decent Work Country Programmes have already been extensively described in the *ILO Programme implementation 2008–09*. Notable highlights for the past year included:
- (a) *In Africa:* The adoption of the Decent Work Bill in Liberia, the establishment of the Regional Employers’ Association for the East Africa Community, and the elaboration of national HIV and AIDS codes of practice in Kenya, Malawi and Uganda.
  - (b) *In the Americas:* The creation of the National Council to Eradicate Child Labour in the Plurinational State of Bolivia, the development of the Labour Inspection Plan in Honduras, and of the Gender Equality Observatory of the Secretariat of Policies for Women of the Federal Government in Brazil.
  - (c) *In the Arab States:* The establishment of a federation of trade unions in Oman, and the adoption of the National Strategy Against Trafficking in Persons 2010–12 in Jordan.
  - (d) *In the Asia and Pacific region:* The adoption of the National Child Labour Elimination Policy in Bangladesh, the issuance of the Code of Practice for Employment on the Management and Prevention of Sexual Harassment at the Workplace in Indonesia, a significant reform in Nepal’s social security system, and the integration of decent work issues into the Viet Nam Socio-economic Development Plan 2011–15.
  - (e) *In Europe:* The adoption of a national occupational safety and health strategy and law in Albania, of the National Employment Strategy 2010–14 by Bosnia and Herzegovina, and of the Youth Employment Action Plan by Serbia, and the integration of the ILO Modular Skills Training and Know About Business training programmes into national vocational training curricula in Azerbaijan and Kyrgyzstan.
10. *Lessons learned* from Decent Work Country Programmes were discussed by this Committee in March 2010.<sup>8</sup> Some of the lessons learned were addressed during the reporting year in the following manner:
- (a) *Tripartite participation in implementation of Decent Work Country Programmes.* Tripartite committees to monitor the implementation of the Decent Work Country Programmes were established in a number of countries including Chile, Indonesia, Republic of Moldova, Syrian Arab Republic and Zambia, where they have fostered social dialogue and facilitated ownership of the programme.

<sup>8</sup> GB.307/TC/1.

- (b) *Flexibility.* The importance of flexibility in programming to be able to reflect changing labour and economic conditions was underscored through the response to the economic crisis. For example, in Brazil a new outcome was introduced to include actions related to the Global Jobs Pact; in Kazakhstan a new outcome was created to address the identified need for technical capacity on social security issues.
- (c) *Increased visibility and public understanding of Decent Work Country Programmes.* Efforts were made by the Decent Work Technical Support Team and Country Office for Central and Eastern Europe in Budapest to familiarize and involve UN Resident Coordinators with Decent Work Country Programmes by inviting them to the launching of programmes, to major events and occasionally to Overview Board Meetings.

### **III. Overview of the ILO technical cooperation programme, 2008–09**

- 11.** Technical cooperation programmes, projects and activities, including advisory services and technical assistance, are carried out for the purpose of achieving decent work outcomes. The main entry points for technical cooperation are Decent Work Country Programme priorities set by the constituents.
- 12.** Final figures for 2009 indicate that 87 per cent of country-based extra-budgetary funding contributed directly to Decent Work Country Programme outcomes, while the remaining funds mostly supported decent work issues which were not programmed as specific country outcomes.<sup>9</sup> This is a greater alignment than previously estimated,<sup>10</sup> owing to new mechanisms such as the mandatory linking in Office systems of all ongoing projects with Decent Work Country Programme outcomes and an appraisal mechanism that ensures the alignment of technical cooperation proposals with programme priorities.
- 13.** For the 2010–11 biennium, the Office undertook an outcome-based workplanning exercise through which country outcomes were programmed for the period up to 2015. As the outcome-based workplans specify the priorities for the Office over the coming biennium, they will also guide both technical cooperation resource mobilization and its allocation. In line with the ILO's Technical Cooperation Strategy, future technical cooperation alignment will be reported against priorities identified in outcome-based workplans.

### **IV. Approvals**

- 14.** Approvals are an indication of the ILO's ability to mobilize resources.<sup>11</sup> Approvals in 2009 amounted to US\$243 million, a 20 per cent decrease from 2008, during which a

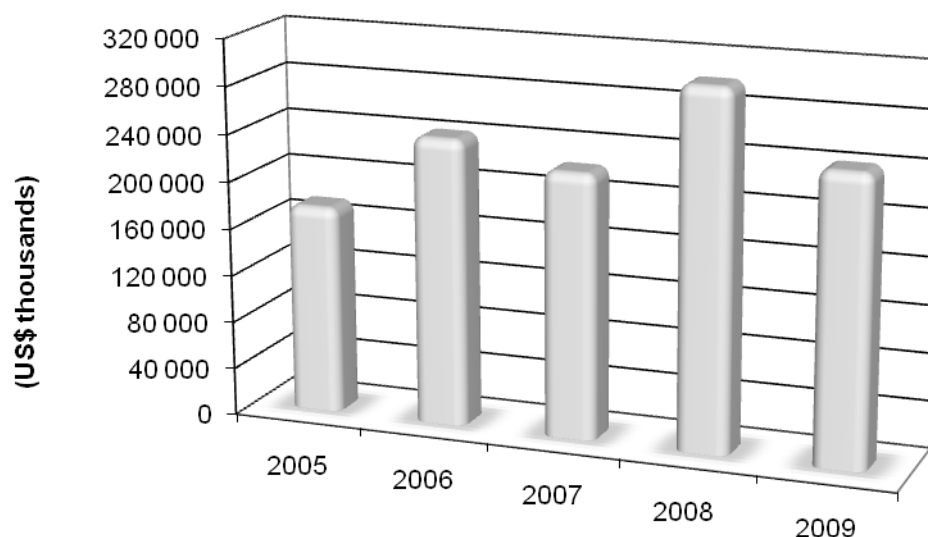
<sup>9</sup> Does not include technical cooperation programmed at the global or interregional level, or funded by the regular budget.

<sup>10</sup> Fifty-eight per cent of extra-budgetary funds were estimated to contribute to country-level decent work outcomes in GB.306/TC/1 (Nov. 2009).

<sup>11</sup> Approvals refer to the amounts awarded by donors to the ILO through the conclusion of partnership or project-specific agreements. Such agreements usually cover several years, so that approvals may be high for one donor in one year but negligible for several subsequent years until a new agreement is concluded. Approval figures are therefore presented by biennium (two-year period) but may still be subject to cyclical distortion.

record US\$302 million was approved (figure 1). The 2009 approvals figure was nonetheless above the US\$224 million average of the past five years.

Figure 1. Annual XBTC approvals, 2005–09



15. Approvals in the 2008–09 biennium amounted to US\$546 million, a 17 per cent increase compared to the US\$467 million in the previous biennium, and a 66 per cent increase compared to the US\$329 million in 2004–05 (table 1). During these three biennia, the ILO mobilized over US\$1.3 billion. Extra-budgetary resources have become a significant part of ILO financial resources, accounting for over a third of overall expenditure (RB and XBTC) in 2008–09. A more comprehensive overview of trends in extra-budgetary contributions is presented in the document *Financing decent work: Contributions to the ILO 2008–09*.<sup>12</sup>

Table 1. Approvals of XBTC by source of funds, past three biennia, 2004–09

Source of funds	2004–05		2006–07		2008–09	
	Thousand \$	% share	Thousand \$	% share	Thousand \$	% share
Multi-bilateral	266 903	81.2	282 154	60.4	367 623	67.4
Direct trust funds	10 203	3.1	17 173	3.7	26 355	4.8
Non-state actors	5 845	1.8	40 840	8.7	8 476	1.6
IFIs	1 939	0.6	3 159	0.7	14 127	2.6
UN system	21 114	6.4	51 693	11.1	84 175	15.4
Other IGO (EC)	22 645	6.9	71 888	15.4	44 835	8.2
<b>Total</b>	<b>328 648</b>	<b>100.0</b>	<b>466 907</b>	<b>100.0</b>	<b>545 592</b>	<b>100.0</b>

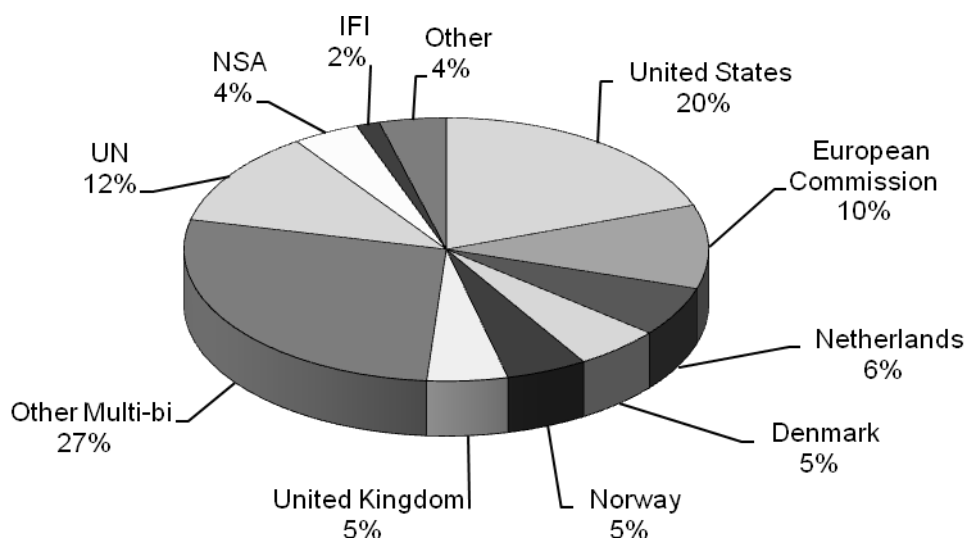
16. Approvals from multi-bilateral donors constituted 67 per cent of 2008–09 approvals. A record amount of multi-bilateral approvals were recorded in 2008 (US\$218.6 million), with fewer approvals in 2009 (US\$149 million). As reflected in Appendix I, the Government of

<sup>12</sup> ILO: *Financing decent work: Contributions to the ILO 2008–09* (Geneva, 2010).

the United States continues to top the list of donors in 2008–09, with US\$102.7 million in contributions, followed by Denmark with US\$54.7 million. The United States has provided the largest share of average contributions over the past three biennia, amounting to 20 per cent of the average XBTC approvals, as shown in figure 2. Other major donors during this period include the Governments of the Netherlands, Norway, Spain and the United Kingdom.

17. In 2008–09, the share of approvals from the United Nations system increased to 15 per cent (US\$84 million) compared to 11 per cent in 2006–07 (US\$52 million). Approvals from the European Commission decreased by 36 per cent compared to the previous biennium (which had been unusually high in approvals), but were 98 per cent higher than in 2004–05. Approvals from the World Bank group increased fivefold in 2008–09 compared to 2006–07, although this still only represents 3 per cent of all extra-budgetary resources. All US\$13 million of World Bank approvals were received in 2009, following the adoption of a Financial Management Framework Agreement (FMFA) and a Fiduciary Principles Accord (FPA) which facilitated collaboration. The ILO also received US\$26 million in direct trust funds (funds made available by governments for projects in their own countries).
18. US\$8.5 million was raised from non-state actors (social partner institutions, foundations, private enterprises) in 2008–09. This represents a steep decline in comparison to the previous biennium, when a large single contribution by the Bill and Melinda Gates Foundation of US\$34 million set an ILO record. If this contribution is not counted, there was a 24 per cent increase in resources mobilized from non-state actors, compared to the previous biennium, and a 45 per cent increase compared to 2004–05. Over US\$3 million was mobilized from private enterprises in 2008–09, compared to just under US\$1 million in 2006–07. Approvals from non-State actors remain a small portion of overall approvals, commanding a 4 per cent average share over the last three biennia.

Figure 2. Average XBTC approvals 2004–09 by donor



19. Overall, in 2008–09 the ILO has noted continued support from all major government donors, as well as the addition of new donors and new sources of funding. Four new



donors entered into multi-annual partnerships in 2009,<sup>13</sup> bringing the total number of partnership agreement donors to 13. Partnerships accounted for 19 per cent of extra-budgetary contributions received in the period 2006–09. In line with principles of the Paris Declaration on Aid Effectiveness, these partnerships have led to increased predictability of extra-budgetary funding and better alignment with ILO programming cycles. The remaining 81 per cent of extra-budgetary contributions over the previous two biennia consisted of earmarked project-specific funds. As noted by the most recent report on multilateral aid prepared by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD–DAC), excessive earmarking “risks hollowing out the governance of an organization and complicates accountability”.<sup>14</sup> To manage this risk, the Office now appraises all new technical cooperation projects to ensure that they are aligned with Decent Work Country Programme outcomes or global products.

20. In 2008–09 the ILO continued to work on broadening and diversifying the funding base. In 2006 the ILO was cooperating with 53 different institutions. This grew to 61 in 2008 and fell to 55 in 2009.

## V. Regular Budget Supplementary Account

21. The Regular Budget Supplementary Account (RBSA), established to expand and deepen the ILO’s capacity to deliver on decent work outcomes and priorities, received contributions amounting to US\$43 million, which represents 76 per cent of the original target (US\$56 million). Overall, of the resources mobilized in 2008–09, 55 per cent came from the RBSA, UN and partnership agreements, allowing the Organization to align resources with its outcomes in a more efficient manner.

## VI. Overall expenditure of XBTC and RBTC

22. Expenditure is an indication of the volume of technical cooperation resources in a particular region or in relation to a strategic objective.<sup>15</sup> Appendix II shows the expenditure figures from technical cooperation programmes in the period 2007–09. Total expenditure increased to US\$215 million in 2009, which represents an 11 per cent increase from the previous year, and a 13 per cent increase compared to 2007. XBTC expenditure amounted to US\$193 million, representing the tenth consecutive year of growth.

## VII. Strategic breakdown of expenditures

23. In 2009, the share of expenditure by strategic objective underwent a relative rebalancing (table 2). The strategic objective on employment had the largest share of expenditure, following a 14.5 per cent increase compared to the previous year. In 2009 youth employment and local economic development, and value-chain upgrading interventions, saw a marked increase in expenditure (72 and 48 per cent, respectively), compared to 2008. Standards and fundamental principles and rights experienced a decline in

<sup>13</sup> Brazil, Czech Republic, Luxembourg and Switzerland.

<sup>14</sup> OECD Development Assistance Committee: *DAC Report on Multilateral Aid*, DCD/DAC(2010)32/REV1 (Paris, 2010), p. 17.

<sup>15</sup> All expenditure figures exclude agency costs, provision for cost increases and contingencies.

expenditure for the second consecutive year, with expenditure on targeted action against child labour, which accounts for about 76 per cent of expenditure in this strategic objective, decreasing by 20 per cent. Social dialogue expenditure increased sharply, rising 43 per cent compared to 2007. Appendix III shows a more detailed breakdown of expenditure in 2008–09 by immediate and joint outcome.

**Table 2. Total expenditure (XBTC and RBTC) by strategic objective, 2007–09**

Strategic objective	2007	2008	2008/2007	2009	2009/2008
	\$	\$	% change	\$	% change
Standards	73 802	70 408	–4.6	56 626	–19.6
Employment	66 478	66 968	0.7	76 698	14.5
Social protection	26 434	26 452	0.1	30 267	14.4
Social dialogue	17 192	17 825	3.7	24 507	37.5
Others <sup>1</sup>	5 945	12 607	112.0	26 708	111.9
<b>Total</b>	<b>189 852</b>	<b>194 259</b>	<b>2.3</b>	<b>214 807</b>	<b>10.6</b>

<sup>1</sup> Including Joint immediate outcomes (2008 and 2009) and Governance, Support and Management

## VIII. Regional distribution

24. Table 3 provides an overview of expenditure by region. In 2009, expenditure increased for the second successive year in Africa. Europe and Asia and the Pacific experienced an increase following a decline in 2008. Expenditure again increased in the Arab States. There was a decline in the Americas. Africa continues to have the largest share of expenditure, with a total of over US\$60 million. Least developed countries accounted for a 21 per cent share of expenditure, compared to 18 per cent in 2007.

**Table 3. Total expenditure (XBTC and RBTC) by geographical region, 2007–09**

Region	2007	2008	2008/2007	2009	2009/2008
	\$	\$	% change	\$	% change
Africa	49 388	53 842	9.0	60 096	11.6
Americas	24 211	27 083	11.9	24 807	–8.4
Asia and the Pacific	56 880	51 877	–8.8	55 809	7.6
Europe	13 213	10 010	–24.2	13 110	31.0
Arab States	3 925	6 370	62.3	8 413	32.1
Interregional and global	42 235	45 078	6.7	52 573	16.6
<b>Total</b>	<b>189 852</b>	<b>194 259</b>	<b>2.3</b>	<b>214 807</b>	<b>10.6</b>

## IX. Field and headquarters' expenditure

25. In 2009, field offices continued to manage a greater share of XBTC resources than headquarters (table 4). US\$124 million was managed by the field in 2009, compared to US\$113 million in 2007.

**Table 4. Total expenditure (XBTC) by administrative responsibility, 2007–09**

Administrative sector	2007		2008		2009		2009/2008
	\$	% share	\$	% share	\$	% share	% change
Total headquarters	56 604	33.4	63 841	34.6	69 244	35.8	8.5
Total field offices	112 690	66.6	120 924	65.4	124 264	64.2	2.8
Total Office	169 294	100.0	184 765	100.0	193 509	100.0	4.7

## X. Expenditure of centrally versus locally mobilized resources

26. Overall, 71 per cent of total XBTC expenditure in 2009 was centrally mobilized extra-budgetary resources, and 29 per cent locally mobilized (table 5). The share varied significantly between regions. Europe had the highest share of centrally mobilized expenditures. The Americas had the second highest share, although there seems a trend towards increasing the share of locally mobilized expenditures. In both 2008 and 2009 the Arab States had the highest share of locally mobilized XBTC expenditures.

**Table 5. Expenditure of locally and centrally mobilized XBTC, 2007–09**

Region	2007 (% share)		2008 (% share)		2009 (% share)	
	Central	Local	Central	Local	Central	Local
Africa	73	27	77	23	70	30
Americas	92	8	87	13	74	26
Asia and the Pacific	42	58	44	56	48	52
Europe	70	30	89	11	86	14
Arab States	74	26	40	60	23	77
Interregional and global	99	1	97	3	97	3
<b>Total</b>	<b>71</b>	<b>29</b>	<b>74</b>	<b>26</b>	<b>71</b>	<b>29</b>

Note: Totals: 2007: US\$169,294; 2008: US\$184,765; 2009: US\$193,509.

## XI. Delivery rates

27. Table 6 indicates the delivery rates by region, measured as a percentage of resource allocation spent per year. In 2009, overall XBTC delivery was 68 per cent, an increase of five percentage points since 2007. There was a notable improvement in the delivery rates in the Arab States, while Africa, Europe and Asia and the Pacific held relatively steady. There was a marked decline in the Americas.

Table 6. Delivery rate by region (XBTC only), 2007–09

Region	2007	2008	2008/2007	2009	2009/2008
	% delivery rate	% delivery rate	% change	% delivery rate	% change
Africa	57.2	66.8	16.9	67.6	1.3
Americas	65.5	71.0	8.4	59.4	-16.3
Asia and the Pacific	69.2	69.1	-0.1	70.4	1.9
Europe	68.2	66.1	-3.1	67.8	2.5
Arab States	46.5	39.5	-15.1	64.7	64.0
Interregional and global	63.0	64.2	2.0	71.6	11.5
Total	63.4	65.8	3.9	68.3	3.7

## XII. Quality of technical cooperation

28. The 2010 OECD–DAC Report on Multilateral Aid indicates a continued need from its members “for better evidence of multilateral impact and effectiveness”.<sup>16</sup> Aware of the importance of providing this evidence, the Office has been moving to complement delivery rates as an indicator of technical cooperation performance with a greater emphasis on measuring the achievement of results. A results-based tracking system is being developed for oversight of project implementation. Improvements continue to be made in technical cooperation monitoring and reporting to enable the Office to better communicate achievements. Project management competency across the Office has been further strengthened through a design help desk, targeted and more accessible guidance material and ongoing results-based training provided through the Turin Centre. Evaluation continues to play a key role in informing organizational learning.
29. During 2008–09, 447 technical cooperation projects were approved. Of these projects, 174 had a focus on employment (39 per cent), 89 on social protection (20 per cent), 87 on standards (19 per cent), 53 on social dialogue (12 per cent), 37 on cross-cutting issues such as gender and policy integration (8 per cent), and another seven on management support (2 per cent), 95 of the projects had a global focus (21 per cent), while the 352 remaining were targeted to be implemented in a specific region (79 per cent).
30. The technical cooperation appraisal mechanism became fully operational in 2009, with all extra-budgetary proposals from bilateral donors undergoing a rigorous appraisal before they can be approved. Over 100 projects were seen for appraisal in 2009 to have their quality enhanced. The mechanism has been further stepped up in 2010: 71 per cent of all new approvals have been appraised in the first two quarters of 2010, compared to 45 per cent over the same period in 2009.<sup>17</sup>
31. Appraisal contributes to fostering better quality technical cooperation interventions and ensures that proposals have maximum value-added for the achievement of decent work outcomes. During appraisal, a critical review is made of the proposal to assess whether it has been logically designed with a focus on agreed results. The following are illustrative of the type of questions raised:

<sup>16</sup> OECD, op. cit., p. 14.

<sup>17</sup> Proposals designed in 2008 but approved after January 2009 were not subject to appraisal. Excludes approvals from locally mobilized UN funding.

- (a) Does the proposal utilize ILO comparative advantage? The appraisal checks to see if proposals fully integrate tripartism, build on international labour standards and make appropriate use of the Turin Centre. Concrete suggestions on how to booster these ILO comparative advantages are provided. All projects are examined to ensure that relevant gender dimensions have been addressed in strategies, outcomes, outputs and indicators.
- (b) Will the project work? The appraisal checks for feasibility and the extent to which risks have been assessed. A balanced portfolio of projects contains both tried and tested intervention models as well as innovative new approaches. It is also essential to integrate lessons learned from evaluations into project design.
- (c) What will the impact be and is it sustainable? The appraisal checks whether people and institutions benefiting from the intervention have been clearly identified and how these benefits will be sustained. Interventions are appraised for their fit with Decent Work Country Programme outcomes and priorities identified in the outcome-based workplans.
- (d) Can we measure achievements? The appraisal checks whether interventions have measurable results and are able to collect data and communicate progress. Appraisal promotes evaluability by ensuring that indicators and baselines are in place to develop an evidence base on the effectiveness of ILO technical cooperation.

### XIII. Conclusions

- 32.** In 2008–09, the ILO’s technical cooperation programme grew in the volume of funds, and significant steps were taken to improve its quality. While more progress is needed, technical cooperation has continued to strengthen its contribution to the achievement of ILO aims. Progress has been made in aligning resources to the organization’s objectives, due largely to the outcome-based work planning exercise and strengthened appraisal mechanism. A significant share of resources in 2008–09 came in the form of RBSA, UN funding and quality partnerships. The quality assurance mechanism for technical cooperation has been strengthened and is fully operational, and delivery rates, while still not optimal, continue to rise. In 2009, Decent Work Country Programmes continue to be developed at a steady rate, and the second generation shows promise in establishing better results frameworks, and securing funding and greater participation from the constituents. Decent Work Country Programmes are also better aligned with national development plans and UNDAFs, and in turn technical cooperation at the national level is better aligned with country priorities.
- 33.** Nonetheless, work still needs to be done to report better on visible results attained through Decent Work Country Programmes and technical cooperation. The delivery rates still need to rise, and bottlenecks and structural impediments to efficient delivery need to be addressed. Finally, more efforts need to be made to focus Decent Work Country Programmes and technical cooperation on the capacity-development needs of constituents. The Committee will examine proposals in this regard in another paper.<sup>18</sup>

Geneva, 3 November 2010

*Submitted for information*

<sup>18</sup> GB.309/TC/1.

## Appendix I

### Approvals by donor, 2008–09 (in thousands of US\$)

Donors	2008	2009
<b>Multi-bilateral donors</b>		
United States	52 282	50 406
Denmark	12 526	42 210
Spain	16 072	14 695
Sweden	3 757	8 129
Switzerland	1 277	7 307
Canada	2 159	5 733
Multi donors	1 125	4 381
Brazil	0	2 650
Flanders	2 200	2 416
Germany	4 632	1 983
Japan	2 041	1 712
Australia	6 969	1 597
Ireland	14 218	1 592
Luxembourg	5 665	1 252
Republic of Korea	1 131	822
Italy	14 558	442
Finland	1 225	289
United Kingdom	28 917	269
Panama	261	261
France	361	253
Netherlands	0	198
Norway	24 667	144
Romania	0	144
Turkey	0	100
Belgium	14 237	0
Portugal	4 911	0
Austria	2 269	0
New Zealand	427	0
Saudi Arabia	500	0
Czech Republic	254	0
<i>Subtotal multi-bi donors</i>	<b>218 640</b>	<b>148 984</b>
<b>Direct trust funds</b>	<b>17 194</b>	<b>9 162</b>

<b>Donors</b>	<b>2008</b>	<b>2009</b>
<b>Non-state actors</b>		
Foundations	769	2 739
Public institutions	351	435
Social partners	369	414
Private sector initiatives	99	3 300
<i>Sub-total non-state actors</i>	<b>1 589</b>	<b>6 888</b>
<b>International financial institutions</b>	<b>1 514</b>	<b>12 613</b>
<b>United Nations</b>		
UNDP Spanish MDG fund	7 075	30 204
UNAIDS	869	7 764
UNDP	5 401	5 920
One UN Fund	5 864	5 335
UNDG Iraq TF	0	3 003
UNICEF	200	2 518
UNTFHS	2 114	1 500
WFP	0	300
UNHCR	0	161
UNCDF	793	158
UNOPS	0	150
UNWTO	0	36
UN-HABITAT	1 250	0
UNIDO	1 568	0
IFAD	870	0
UNRWA	650	0
UNFPA	260	0
UNDCP	200	0
UNIFEM	12	0
<i>Subtotal United Nations</i>	<b>27 126</b>	<b>57 049</b>
<b>Other intergovernmental organizations (EC) *</b>	<b>36 391</b>	<b>8 444</b>
<b>Total donors</b>	<b>302 453</b>	<b>243 139</b>

\* Including US\$0.073 million from IOM in 2008.

## Appendix II

### ILO technical cooperation expenditure by source of funding, 2007–09 (excluding administrative expenditure)

Source of funds	2007		2008		2009		2009/2008
	\$	% share	\$	% share	\$	% share	% change
Extra-budgetary							
Multi-bilateral donor	131 001	69.0	142 781	73.5	130 272	60.6	-8.8
Direct trust funds	6 534	3.4	8 141	4.2	9 665	4.5	18.7
Non-state actors <sup>1</sup>	3 316	1.7	4 725	2.4	7 945	3.7	68.1
IFIs (banks)	781	0.4	1 500	0.8	1 381	0.6	-7.9
United Nations <sup>2</sup>	19 644	10.3	20 353	10.5	28 349	13.2	39.3
Other intergovernmental organizations <sup>3</sup>	8 017	4.2	7 265	3.7	15 897	7.4	118.8
<b>Total extra-budgetary</b>	<b>169 294</b>	<b>89.2</b>	<b>184 765</b>	<b>95.1</b>	<b>193 509</b>	<b>90.1</b>	<b>4.7</b>
Regular budget (RBTC)	20 558	10.8	9 494	4.9	21 298	9.9	124.3
<b>Total</b>	<b>189 852</b>	<b>100.0</b>	<b>194 259</b>	<b>100.0</b>	<b>214 807</b>	<b>100.0</b>	<b>10.6</b>

<sup>1</sup> Includes foundations, public institutions, social partners, trade unions, employers' associations, joint initiatives, and private sector initiatives.

<sup>2</sup> Includes UN multi-donor trust funds administered by UNDP (Spanish MDG Fund) and One UN funds. <sup>3</sup> Includes EC, IOM, OSCE and SPC.



## Appendix III

### Technical cooperation expenditure by immediate and joint outcome, 2008–09 (excluding administrative expenditure)

Immediate/Joint outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	XBTC	Total	RBTC	XBTC	Total
<b>Promote and realize standards and fundamental principles and rights at work</b>						
Fundamental principles and rights at work are realized						
Increase member State capacity to develop policies or practices reflecting fundamental principles and rights at work	194	12 832	13 026	507	8 656	9 162
Targeted action progressively eradicates child labour, with a particular focus on the worst forms of child labour						
Increase constituent and development partner capacity to develop or implement policies or measures focused on reducing child labour	101	53 787	53 888	273	42 962	43 235
International labour standards are broadly ratified and significant progress is made in their application						
Increase member State capacity to ratify and apply international labour standards	499	2 994	3 493	1 094	3 135	4 229
<b>Subtotal</b>	<b>794</b>	<b>69 614</b>	<b>70 408</b>	<b>1 874</b>	<b>54 752</b>	<b>56 626</b>
<b>Create greater opportunities for women and men to secure decent employment and income</b>						
Coherent policies support economic growth, employment generation and poverty reduction						
Increase constituent capacity to develop policies and policy recommendations focused on job-rich growth, productive employment and poverty reduction	778	5 548	6 325	1 683	5 966	7 649
Increase member State and development partner capacity to develop and implement policies and programmes on employment-intensive investment focusing on infrastructure	128	16 078	16 206	342	20 365	20 707
Increase member State capacity to develop policies or programmes focused on youth employment	273	7 135	7 407	753	11 997	12 749
Workers, employers and society benefit from the wider availability of relevant and effective skills development and employment services						
Increase member State and constituent capacity to develop or implement training policies	159	7 224	7 383	231	8 886	9 117

Immediate/Joint outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	XBTC	Total	RBTC	XBTC	Total
Improve member State capacity to develop or implement employment services	55	686	741	159	921	1 080
Sustainable enterprises generate productive jobs						
Increase the capacity of constituents and other organizations to develop policies or regulations that generate more and better jobs in sustainable enterprises and cooperatives	132	14 780	14 912	327	14 769	15 096
Increase the capacity of constituents and other organizations to develop programmes for local economic development and upgrading of value chains and enterprises that generate more and better jobs	172	4 795	4 967	509	6 861	7 370
Increase the capacity of member States to develop post-crisis recovery programmes	277	8 749	9 027	286	2 643	2 929
<b>Subtotal</b>	<b>1 972</b>	<b>64 996</b>	<b>66 968</b>	<b>4 290</b>	<b>72 408</b>	<b>76 698</b>
<b>Enhance the coverage and effectiveness of social protection for all</b>						
More people have access to better managed social security benefits						
Increase member State capacity to develop policies focused on improving social security systems	397	4 356	4 753	372	5 240	5 612
Improve member State capacity to manage social security schemes and to implement policies focused on improving social security systems	102	1 761	1 863	155	1 918	2 074
Safety and health and working conditions in workplaces are improved						
Increase constituent capacity to develop or implement policies and programmes on improving working conditions and safety and health at work	327	3 007	3 334	746	4 118	4 865
Labour migration is managed to foster protection and decent employment of migrant workers						
Increase member State capacity to develop policies or programmes focused on the protection of migrant workers	99	3 844	3 943	214	5 340	5 554
Workplace policies respond to needs for HIV/AIDS prevention, treatment, care and support						
Increase tripartite constituent capacity to develop policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work	115	1 471	1 586	243	1 684	1 927
Improve member State implementation of policies and programmes that address the HIV/AIDS epidemic in the world of work and within the framework of the promotion of decent work	5	7 476	7 481	16	5 042	5 058
Increase the participation of employers' and workers' organizations in policy development and in accessing national and international funding	2	3 489	3 491	0	5 178	5 178
<b>Subtotal</b>	<b>1 047</b>	<b>25 404</b>	<b>26 452</b>	<b>1 746</b>	<b>28 521</b>	<b>30 267</b>

Immediate/Joint outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	XBTC	Total	RBTC	XBTC	Total
<b>Strengthen tripartism and social dialogue</b>						
Employers and workers have strong and representative organizations						
Increase the value of employers' organizations to existing and potential membership	503	1 725	2 228	1 560	1 914	3 474
Increase the value of workers' organizations to existing and potential membership	793	1 492	2 285	2 394	1 510	3 904
Social partners influence economic, social and governance policies						
Increase the capacities of employers' and workers' organizations to participate effectively in the development of social and labour policy	625	2 357	2 981	1 549	1 579	3 127
Tripartite dialogue occurs widely in policy-making, labour law reform and implementation						
Increase member State capacity to develop policies and labour legislation through more tripartite dialogue between constituents	397	4 820	5 217	964	6 792	7 755
Improve the capacity of the tripartite constituents to implement labour policies and programmes, including through coordination at regional and subregional levels	347	3 358	3 705	550	3 229	3 779
Sectoral social dialogue promotes the improvement of labour and social conditions in specific economic sectors						
Increase the level of consensus on social and labour issues in specific economic sectors	29	57	86	3	409	413
Increase constituent capacity to develop policies or programmes focused on improving labour and social conditions in specific sectors	115	1 207	1 323	199	1 856	2 055
<b>Subtotal</b>	<b>2 809</b>	<b>15 016</b>	<b>17 825</b>	<b>7 219</b>	<b>17 288</b>	<b>24 507</b>
<b>Miscellaneous</b>	<b>1 136</b>	<b>2 538</b>	<b>3 674</b>	<b>2 777</b>	<b>3 245</b>	<b>6 023</b>
<b>Joint immediate outcomes</b>						
Coherent economic and social policies in support of decent work: Increase capacity of member States and development partners to promote coherent economic and social policies in support of decent work at national, regional and global levels	1 200	2 312	3 512	2 323	5 877	8 200
Integrated policies for the informal economy: Increase constituent capacity to develop integrated policies for upgrading the informal economy and facilitating transition to formality	431	123	554	817	11	828
Strengthening labour inspection: Increase member States' capacity to carry out labour inspection	5	0	5	58	1 137	1 195

Immediate/Joint outcomes	Expenditure 2008			Expenditure 2009		
	RBTC	XBTC	Total	RBTC	XBTC	Total
Advancing gender equality in the world of work: Increase capacity of constituents to develop integrated policies and programmes to advance gender equality in the world of work	99	2 275	2 374	149	3 427	3 576
Microfinance for decent work: Increase the participation of constituents in the formulation of financial policies	1	2 487	2 488	44	6 842	6 886
<b>Subtotal</b>	<b>1 735</b>	<b>7 197</b>	<b>8 932</b>	<b>3 391</b>	<b>17 294</b>	<b>20 685</b>
<b>Total</b>	<b>9 494</b>	<b>184 765</b>	<b>194 259</b>	<b>21 298</b>	<b>193 509</b>	<b>214 807</b>