

**FOR INFORMATION**

SECOND ITEM ON THE AGENDA

**Implementation of Decent Work
Country Programmes****Introduction**

1. In November 2006, the Governing Body requested the Office to provide annual status reports on the outcome and impact of the Decent Work Country Programmes.¹ This report covers the period November 2008–August 2009. It highlights general trends; links to national development frameworks, especially United Nations Development Assistance Frameworks (UNDAFs); participation of the social partners; main substantive priorities; resources and funding mechanisms; and concrete results obtained and lessons learned.

Highlights

2. The last report on the implementation of Decent Work Country Programmes² listed 31 finalized and approved Decent Work Country Programmes. Since then 16 new programmes were approved for: Albania, Belize, Chile, Côte d'Ivoire, Bosnia and Herzegovina, Dominican Republic, Honduras, Republic of Moldova, Papua New Guinea, Paraguay, Samoa, Serbia, Solomon Islands, Timor-Leste, Vanuatu and Zimbabwe. Over 110 programmes are in various stages of development (for detailed information on their status, see the appendices).
3. All regions reported that Decent Work Country Programmes enabled the ILO to focus on clear priorities, and that, in many cases, they were “living documents”, allowing the constituents to adjust priorities in reaction to events, notably the global economic and financial crisis. Over 65 countries indicated that their Decent Work Country Programmes or drafts were at least partially aligned with UNDAF priorities. The Decent Work Country Programme is explicitly mentioned, alongside other development frameworks, in four of the “Delivering as One” pilot countries.³ As discussed in the paper on the Technical Cooperation Strategy (GB.306/TC/1), the depth of this alignment needs to be analysed

¹ GB.297/PV, para. 240.

² GB.303/TC/2.

³ Mozambique, United Republic of Tanzania, Uruguay and Viet Nam.

further, since the inclusion of Decent Work Country Programme priorities in UNDAFs does not necessarily mean that the ILO is involved in the implementation, or that the constituents sufficiently participated in the process. Despite numerous efforts to promote Decent Work Country Programme priorities in UNDAFs, challenges still remain due to non-alignment of their respective programming cycles, lack of quality of certain Decent Work Country Programmes and UNDAFs, and the ILO's status as a non-resident agency in some countries.

4. While the second generation of Decent Work Country Programmes is more results based, with clear priorities, outcomes, outputs and implementation plans, quality problems still persist in cases where constituents and staff do not have the capacity to formulate clear results and indicators. Implementation planning, monitoring and evaluation of Decent Work Country Programmes are not adequately developed. Quality also remains an issue where these programmes are perceived as more of a political document than a development programme, and where priorities are too broad and all-inclusive to allow for effective time-bound implementation.
5. A number of initiatives were undertaken to improve quality. Two guidebooks were produced and six training workshops were held for ILO staff on Decent Work Country Programme programming, implementation, monitoring and evaluation, on the planning of technical cooperation and on results-based management. The workshops also provided training on working with the UN system in the context of UNDAFs and UN reform. The quality assurance mechanism continued to review most Decent Work Country Programmes. As of July 2009, 80 per cent of the programmes had been reviewed through this mechanism. However, an internal assessment pointed to a lack of familiarity of the appraisers with results-based management concepts and an inability to cope with a high volume of draft Decent Work Country Programmes. While the comments provided may have resulted in better Decent Work Country Programme documents, they did not necessarily lead to better planning and implementation. Further capacity building will be needed to strengthen the appraisal mechanism, including possible hands-on direct assistance to countries in the preparation and design of Decent Work Country Programmes. The Bureaux for Employers' and Workers' Activities undertook training on Decent Work Country Programme for their respective constituents.
6. The Office also carried out "evaluability assessments" of 13 Decent Work Country Programmes to ensure that they could be evaluated and were oriented towards supporting results-based management. These assessments validated the logic and results framework of the Decent Work Country Programme document. Based on these results, a series of "learning by doing" capacity enhancement exercises of selected Decent Work Country Programmes was undertaken. With regard to technical cooperation, an appraisal mechanism was established to assess programme and project proposals in respect of results-based management criteria, alignment with Decent Work Country Programme and global outcomes, and appropriate integration of international labour standards, tripartism, and respect for gender equality. The appraisal mechanism also reviews the appropriate use of the expertise and facilities of the Turin Centre. The Office further developed an extensive technical cooperation manual, and delivered regular project cycle management training to staff.
7. Social partner involvement in the Decent Work Country Programme process has improved. While in 2007 the Office could report only on constituent consultation in the preparation of Decent Work Country Programmes, today all regions reported cases of social partners participating actively in the design of Decent Work Country Programmes. Constituents and staff are more familiar with the process and methods of programme design. An increasing number of countries, including Albania, Bosnia and Herzegovina, Brazil, Jordan, Kenya, Syrian Arab Republic, Uganda, United Republic of Tanzania and Yemen, established

tripartite committees to participate in implementation, monitoring and evaluation activities. Workshops were held in Jordan and Yemen to train constituents on Decent Work Country Programme monitoring. In Malawi, constituents are leading the process to develop a Decent Work Country Programme monitoring and evaluation matrix. In other countries, high-level tripartite consultation committees play a role in implementing Decent Work Country Programmes.

8. Despite these advances, social partner involvement in the implementation phase of most Decent Work Country Programmes is not always apparent. More capacity building is needed to further strengthen constituent capacity since this would allow Decent Work Country Programmes to move towards a truly constituent-led process, and strengthen the constituents' ability to influence development planning, including within the UN framework.
9. The priorities of the Decent Work Country Programmes spread out fairly evenly across the strategic objectives. Of resourced Decent Work Country Programme outcomes⁴ in 2008, 16 per cent relate to standards and fundamental principles and rights at work, 24 per cent to employment, 20 per cent to social protection, and 33 per cent to social dialogue (with 1 per cent to joint immediate outcomes). Within the objectives, distribution is more uneven; in the case of standards, for example, child labour outcomes outnumber all the rest. The priorities of previously adopted Decent Work Country Programmes have remained more or less the same. A number of countries in the process of adopting new Decent Work Country Programmes, including Côte d'Ivoire and Egypt, developed specific outcomes related to the crisis. Many countries have shifted the use of their Regular Budget Supplementary Account (RBSA) resources to respond to crisis but without changing Decent Work Country Programme priorities.
10. *Funding.* While a portion of the ILO's regular budget is allocated to supporting Decent Work Country Programme outcomes, extra-budgetary and RBSA funds remain the principal sources for Decent Work Country Programmes. In 2008, out of US\$225 million of extra-budgetary resources almost 60 per cent were directly contributing to Decent Work Country Programme outcomes. Of these, 40 per cent went to standards and fundamental principles and rights at work, with the child labour programme taking the lion's share of this amount. Employment accounted for 41 per cent, social protection for 11 per cent and social dialogue for 8 per cent. This distribution is in part due to the difference in cost of different types of interventions required. High-level policy advice and capacity building, for example, require relatively few resources, while direct action to withdraw children from child labour is often more costly. Donor earmarking and occasional incoherence in resource mobilization also influence the distribution.
11. The Office tries to ensure that voluntary resources are allocated to identified resource gaps in Decent Work Country Programme outcomes through better alignment of all funding sources and through better quality control procedures. Analysis of Decent Work Country Programme implementation plans and resource gaps will feed into the outcome-based workplanning exercise for 2010–11 and will guide resource mobilization efforts. The analysis will also guide the distribution of regular budget, RBSA and extra-budgetary technical cooperation resources for global and Decent Work Country Programme outcomes. While this approach does not preclude donor guidance on funding priorities, reduced earmarking of extra-budgetary resources and further funding of the RBSA should allow resources to flow to outcomes where they are needed the most.

⁴ As registered in IRIS, June 2009.

- 12.** Resource gap analysis has already been undertaken in a number of Decent Work Country Programmes. In Zimbabwe constituents have used the analysis to mobilize resources from national donors and private actors. Constituents also mobilized resources in Argentina, while Brazil provided funding for South–South cooperation in the area of child labour. In Sri Lanka, the Ministry of Labour, for a third year in a row, secured funds from the national budget for implementation of the Decent Work Country Programme. This represents an institutionalization of the Decent Work Country Programme into the national planning process. Decent Work Country Programmes, in all of the pilots, have been able to access “One UN” funds, and a number of programmes have also tapped into Spain–UNDP Millennium Development Goal Achievement Fund.⁵
- 13.** The RBSA plays an important role in Decent Work Country Programme financing. Because of its programming flexibility, it can be deployed to achieve outcomes where resources are needed the most, especially if these are not forthcoming through other funding arrangements. The RBSA has allowed the ILO to jump-start new activities in response to emerging needs, especially in connection with the global economic crisis. As the ILO moves towards outcome-based workplans, the RBSA can be an incentive for deepening results-based management, as flexible funding can be quickly allocated to demonstrated resource gaps. The RBSA can be used for results-based management activities, such as establishing baselines, conducting impact assessments and carrying out preliminary problem analyses. It can also be used to support knowledge sharing and to develop global products to further enhance evidence-policy work at the upstream level. One example is the Cairo Forum in October 2009, which brought together different countries to identify how to upscale and enhance women’s enterprise development.
- 14.** The RBSA has been used to leverage additional funding. In Tunisia, the RBSA provided an incentive for the ILO to be appointed lead agency in the youth employment programme under the Millennium Development Goal Achievement Fund. In Malawi, the RBSA is being used as a bridge between two IPEC projects. Of US\$36.9 million of the RBSA allocated, 55 per cent went to Africa, 12 per cent to the Americas, 15 per cent to Asia, 6 per cent to Europe and 7 per cent to the Arab States. The balance went to global projects and activities.
- 15.** In Asia and the Pacific, RBSA resources supported the implementation of Decent Work Country Programmes in 13 countries, including countries that normally face difficulty mobilizing resources. RBSA resources were used to kick-start green jobs and microfinance activities. In Africa, RBSA funds were essential in funding crisis response measures. The RBSA was used to enhance the capacity of the Ministry of Labour in Lesotho to collect labour market data. The RBSA was also used to support women’s entrepreneurship and gender equality projects in Lesotho, Malawi and South Africa in the context of the economic crisis. In Central America, RBSA funds were used to support social partners in coming up with a proactive response to the crisis. Another example is the support provided in the Syrian Arab Republic to strengthen the social protection system.
- 16.** The Office’s evaluation unit conducts at least two Decent Work Country Programme evaluations per year. During the current session of the Governing Body, the programme,

⁵ As of August 2009, the ILO was participating in 34 joint programmes under the Fund, with US\$30 million allocated to the ILO, representing 7.24 per cent of the total disbursement of the Fund so far. Also, as of August 2009, the ILO’s share of “One UN” funds was US\$9.9 million, or 7.37 per cent of the total.

Finance and Administrative Committee will examine the evaluation of the ILO's Decent Work Country Programme in Indonesia.⁶

17. The above clearly shows that Decent Work Country Programmes are increasingly successful in identifying and implementing national priorities, as well as mobilizing resources. They also provide a useful framework for responding to urgent issues. A substantial number of Decent Work Country Programme priorities are, however, still inadequately funded and more funding is necessary to achieve all outcomes. The outcome-based workplanning will give more precise indications where resources are most needed. Better alignment with UNDAFs, and the elaboration of implementation plans and resource gap analyses are central to the success of Decent Work Country Programmes and resource mobilization. Some regions have expressed a desire to involve, in consultation with the constituents, non-traditional partners in the Decent Work Country Programme process, in particular businesses and civil society groups, in recognition of their role in delivering decent work. There has also been a call for greater coherence among constituents and to avoid new requests being added on top of Decent Work Country Programme priorities rather than duly integrating them into the programmes.

Regional developments

Africa

New Decent Work Country Programmes

18. The 11th ILO African Regional Meeting (Addis Ababa, April 2007) adopted the Decent Work Agenda for Africa 2007–15 to enhance the implementation of the Ouagadougou Plan of Action on Employment and Poverty Alleviation and called “on the ILO to work with its constituents to encourage all member States in Africa to have Decent Work Country Programmes”. Since the previous report, Côte d’Ivoire adopted a Decent Work Country Programme, while new ones are being finalized in Egypt, Madagascar, Seychelles, Togo and Zimbabwe. A Subregional Decent Work Programme for the East African Community has been formulated. Decent Work Country Programmes for Benin, Botswana, Cape Verde, Guinea, Mauritius, Namibia, South Africa and Swaziland are being developed.

Links to national development frameworks

19. The ILO has taken an active part in several UNDAF processes to ensure that Decent Work Country Programmes are reflected in the joint UN framework. In most countries the Decent Work Country Programme priorities are part of the Poverty Reduction Strategy Paper (PRSP) and, to a lesser degree, UNDAF priorities, including in Benin, Burkina Faso, Cape Verde, Comoros, Egypt, Madagascar, Mali, Niger, Senegal, Sudan, Swaziland, United Republic of Tanzania and Zimbabwe.

Participation of employers’ and workers’ organizations

20. There has been increased participation of the employers’ and workers’ organizations in the development, implementation, monitoring and evaluation of the Decent Work Country Programmes. In South Africa, the National Economic Development and Labour Council,

⁶ Independent evaluation of the ILO's country programme in Indonesia, GB.306/PFA/13/2.

comprising government, employers and workers, developed a document outlining the priorities for the Decent Work Country Programme. Also, the Decent Work Country Programme for Cote D'Ivoire and the revised document for Zimbabwe were developed with the engagement of constituents and other key stakeholders. Constituents actively participated in the evaluation and follow-up to the Decent Work Country Programme, while in Zimbabwe and Malawi constituents were part of the implementation committees.

Funding gaps and resources mobilized, including at the local level

21. Resource gap analysis is now incorporated in all new Decent Work Country Programmes. This has facilitated resource mobilization efforts at the national level, including through public-private partnership arrangements. In Zimbabwe, for example, the social partners successfully mobilized funds from the Swedish International Development Cooperation Agency Country Office to fund a two-year project on scaling up HIV/AIDS responses among employers and workers and their organizations in Zimbabwe.

Concrete results and outcomes obtained

22. Some of the prominent achievements obtained under the Decent Work Country Programmes include:
- a National Employment Policy being finalized in Zimbabwe;
 - a National Action Plan for Youth Employment launched in Egypt and a similar plan in the process of adoption in Lesotho;
 - child labour issues mainstreamed into policies and labour legislation in all countries of the region, and child labour projects carried out under Decent Work Country Programme priorities removed an estimated 26,000 children from child labour in Kenya, United Republic of Tanzania and Uganda;
 - HIV/AIDS in the workplace policies and tools developed and implemented in Botswana, Kenya, Lesotho, Namibia, South Africa, Swaziland, United Republic of Tanzania, Uganda and Zimbabwe;
 - the entrepreneurial skills of the young people and the capacity of the ministries to collect and process labour market information improved in Guinea, Lesotho, Liberia, Namibia and Sierra Leone; and
 - a number of national workshops on universal health insurance with the participation of social partners conducted in Benin, Burkina Faso and Côte d'Ivoire.

Lessons learned and steps undertaken

23. The experience so far has underscored the importance of the involvement of the social partners in the formulation, monitoring, evaluation and implementation of Decent Work Country Programmes. Quality implementation as well as monitoring and evaluation plans can facilitate the attainment of Decent Work Country Programme outcomes and outputs, as well as resource mobilization efforts. There are ongoing efforts to make implementation plans a core component of Decent Work Country Programmes. The importance of engaging in the national development strategies at the highest level as well as providing capacity building for social partners for their engagement in the national development

process and UN reform has also been underscored. More flexible funding is needed to better respond to evolving needs, especially in the context of the crisis.

Americas

New Decent Work Country Programmes and their main substantive priorities

24. New Decent Work Country Programmes were approved in Belize, Chile, Dominican Republic, Honduras and Paraguay. At the June 2009 session of the International Labour Conference, the President of Brazil and the Director-General signed a joint declaration establishing a new cooperation framework for the development of a National Decent Work Plan. Decent work agendas are being implemented in the states of Bahía and Mato Grosso.

Links to national development frameworks

25. The ILO has been involved in defining some UNDAFs and incorporating decent work into programming of UN initiatives in the region. Issues incorporated include strengthening the capacities of employers, workers and governments to define policies for decent work and social dialogue, HIV/AIDS in the workplace, gender equality and non-discrimination, child labour, migrant workers, safety and health and social security. Examples of joint programmes with the ILO's participation in line with Decent Work Country Programme priorities include a "building peace" programme in El Salvador, employment generation using employment-intensive construction techniques for public infrastructure in Honduras, design of interventions to promote employment policies for youth in Nicaragua, and developing youth employment and migration policies in Costa Rica.

Participation of employers' and workers' organizations

26. Participation of the employers' and workers' organizations in the discussions and initiatives in the implementation of Decent Work Country Programmes has been steady and continuous. In Argentina, the social partners actively participated in the discussions for the adoption of the second Decent Work Country Programme (2008–11). In the Bahamas and Belize, the constituents participated in the adoption, as well as monitoring and evaluation of the programme through a tripartite forum. In Chile, the social partners are actively participating through a number of initiatives on child labour, work–family balance, and the elaboration of a "risk map" on safety and health measures at work.

Funding gaps and resources mobilized, including at the local level

27. The ILO has mobilized resources to support Decent Work Country Programmes through technical cooperation projects, the Millennium Development Goal Achievement Fund as well as the RBSA and the RBTC. Local resource mobilization has also been a success. In Colombia, the Government plans to expand its current contribution while, in the Caribbean region, countries are planning to mobilize resources from other development agencies, for example in Suriname where funding from the Inter-American Development Bank was used to finance missions of ILO specialists.
28. Some countries have identified their constituents' needs and are mobilizing resources through commissions and other mechanisms for dialogue and joint work. In Argentina, the Tripartite Monitoring Group, in collaboration with the ILO office in Buenos Aires,

developed an implementation plan which identifies the main requirements, as well as active sources of external financing for local priorities. Brazil has initiated a novel approach to South–South cooperation, providing US\$5 million to exchange experience with other nations in the region on issues central to Decent Work Country Programmes.

Concrete results and outcomes obtained

29. Some of the prominent achievements obtained under the Decent Work Country Programmes include:

- Paraguay made progress in consolidating the Fundamental Rights Commission, as well as institutional strengthening of the Vice-Ministry of Labour in the field of employment (in particular, in promoting youth employment and training), labour inspection and the eradication of forced labour;
- the operation of the National Employment Plan in Honduras;
- at the ILO Tripartite Conference of the Caribbean, representatives of the social partners agreed on an action plan to address the social and employment consequences of the global financial crisis;
- Peru issued a decree on trafficking in persons and smuggling of migrants and launched a plan to combat forced labour;
- in Bolivia and Peru, nationwide policies on HIV/AIDS in the workplace were developed and adopted;
- in Honduras and Nicaragua, social security institutes reformed their service and extended coverage to vulnerable groups;
- Panama signed a law making the Maritime Labour Convention part of the country's legal framework.

Lessons learned and steps undertaken

30. There is a clear need to involve the social partners more actively in the design, monitoring and evaluation of Decent Work Country Programmes. As a result of tripartite involvement in the final evaluation of Argentina's 2001–06 Decent Work Country Programme, tripartite talks helped develop the Decent Work Country Programme 2008–11 and the trade unions and employers joined the group monitoring the programme. Ownership of Decent Work Country Programmes appears highest in the countries with an ILO office. It was also found that implementation plans should be more inclusive and focused on fewer outputs. This lesson will be applied in the next programming exercise.

Arab States

New Decent Work Country Programmes

31. Decent Work Country Programmes are operational in Jordan, Syrian Arab Republic and Yemen. New programmes for Bahrain and Oman are being finalized to support further strengthening of the enforcement of fundamental rights and international labour standards as a model for the region. Consultations started with the United Arab Emirates to develop a Decent Work Country Programme which would focus on labour migration and

fundamental principles and rights at work. A new Decent Work Country Programme for Jordan is expected to be launched in early 2010.

Links to national development frameworks

32. Decent Work Country Programme outcomes in the region are aligned with the UN development frameworks through linkages in the monitoring plans. Iraq has recently initiated the CCA/UNDAF process with the ILO as an active player in the United Nations Country Team (UNCT). The Regional Office is engaged in a number of UN joint programmes in Iraq, Jordan, Lebanon, Palestine, Syrian Arab Republic and Yemen. Two Millennium Development Goal Achievement Fund proposals in which the ILO plays a leading role were approved, one in Lebanon and the other in Palestine.

Participation of employers' and workers' organizations

33. The social partners have been actively involved in the formulation and drafting of the documents through consultation, tripartite meetings and constant feedback in order to facilitate consensus on joint priorities and outcomes. The Regional Office has organized two training workshops for constituents from the Syrian Arab Republic and Yemen to assist better engagement in the implementation and monitoring of the programmes. This is part of a long-term capacity-building strategy. Tripartite Decent Work Country Programme technical committees have been established in Jordan, Syrian Arab Republic and Yemen as key advisory, coordination and monitoring platforms.

Funding gaps and resources mobilized, including at the local level

34. Extra-budgetary technical cooperation funds are the main source for the implementation of Decent Work Country Programme activities. In Jordan, more than two-thirds of the resources required have been secured through extra-budgetary funding, including a direct cash contribution from the Government. Resource mobilization strategies are based on the Decent Work Country Programme implementation plans which identify funding requirements and gaps. RBSA and RBTC resources are used to fund priority and strategic components with a view to developing partnerships and leverage additional resources. RBSA funds also support specific country programme outcomes, whereas in the Gulf Cooperation Council countries, cost-sharing arrangements will be promoted. Collaborative cost-sharing opportunities with the UN system are continuously explored: for example in Yemen a joint ILO–UNDP project on labour market information is being implemented through a pooled funding agreement which would also include a prominent foundation based in Qatar. Another example includes a joint ILO–UNDP social protection programme funded by the European Commission to be launched in 2010. This highlights the willingness of donors to support Decent Work Country Programmes on a programme, rather than project, basis and confirms the added value of the Decent Work Country Programme as a resource mobilization tool.

Concrete results and outcomes obtained

35. Some examples of Decent Work Country Programme achievements include:
- the launch of the Trade Unions General Congress in Oman in November 2009, which will coincide with the signing of the Decent Work Country Programme;

- the establishment of economic and social councils in Iraq and Jordan by the end of 2009;
- an amendment to the labour law in Jordan to cover domestic and agricultural workers;
- in Bahrain, further expansion of the unemployment insurance scheme to deal with the impact of the crisis as well as new legislation to reform the sponsorship system for migrant workers drafted to improve in-country labour market mobility. These reforms are undertaken through ongoing dialogue with employers' and workers' organizations;
- in Yemen, a labour market information and analysis unit was established within the Ministry of Labour to conduct regular labour force surveys and will monitor the implementation of the national employment strategy;
- Know About Business (KAB) curricula have been integrated into vocational training programmes in Oman, Syrian Arab Republic and Yemen.

Lessons learned and the way ahead

36. It is important to increase the ILO's in-country presence in order to ensure better interaction with the constituents and the UN system. The Regional Office addressed this by locating all ILO projects in the same premises and by ensuring that the ILO is represented in all UNCT meetings. Enhancing the capacity of the constituents in results-based management for programme development and monitoring is critical. Several workshops for constituents on Decent Work Country Programme development and implementation in results-based management context were organized in 2009.
37. Involvement of the tripartite partners throughout the formulation and implementation process is central to securing the ownership and sustainability of Decent Work Country Programme interventions. Tripartite Decent Work Country Programme steering committees have been established in Jordan, Syrian Arab Republic and Yemen, and meet on a regular basis to discuss activities and achievements. Participation of other actors (relevant ministries, UN system bodies, civil society and donors) is strongly encouraged to broaden the ILO's capacity to more effectively deliver the targeted interventions.

Asia and the Pacific

New Decent Work Country Programmes

38. In addition to the five new Decent Work Country Programmes approved in the region, draft Decent Work Country Programmes for Cambodia, Kiribati, Malaysia and the Philippines have been appraised under the ILO's quality assurance mechanism and are expected to be finalized soon. The Decent Work Country Programme document for India has been finalized and is to be signed by the tripartite constituents. Formulation of Decent Work Country Programme documents for Thailand and Tuvalu is expected to be complete by December 2009.

Links to national development frameworks

39. Interaction between the UN agencies has been continuously improving and alignment with UNDAF is a common practice in the development of Decent Work Country Programmes. Parts of the Decent Work Country Programme form part of the UNDAF formulation

process in Indonesia, Pakistan and Viet Nam (for the “One UN” plan), and the Decent Work Country Programme itself is a priority area in the UNDAF of India.

Participation of employers’ and workers’ organizations

40. Employers’ and workers’ organizations are involved in Decent Work Country Programme formulation and implementation but the level of their involvement and the tripartite mechanisms vary from country to country. Generally, the tripartite advisory committees are involved in the whole cycle of Decent Work Country Programmes (from design to implementation, monitoring and evaluation). Employers’ and workers’ organizations had been involved in the process of Decent Work Country Programme review for Bangladesh and Mongolia conducted in 2008–09 and in the independent evaluation of the Decent Work Country Programme of Indonesia. They provided suggestions and inputs to the terms of reference and participated in the consultation process including the tripartite stakeholders’ workshop. Constituents in India have been actively involved in the development of the Decent Work Country Programme and continue to be active partners in the development and implementation of outputs and activities. The Indian Decent Work Country Programme document is considered a “living document” by the constituents who are members of the ILO-facilitated expert group and tripartite taskforce dealing with the effects of the crisis.

Funding gaps and resources mobilized, including at the local level

41. The region has made efforts towards the target of allocating 70 per cent of regular budget resources for Decent Work Country Programmes by the end of the biennium. Funding gaps remain in the area of social dialogue, labour administration, labour law reforms, international labour standards, and capacity building of workers and employers. In the Pacific, HIV/AIDS workplace policies and programmes gaps were identified and resources mobilized from the secretariat of the Pacific Community.
42. The region’s RBSA resources have been allocated to support implementation of Decent Work Country Programmes in 13 countries including countries that face difficulty mobilizing resources for their Decent Work Country Programmes. They are also used to leverage resources for existing technical cooperation projects on human trafficking in China and on domestic work in Indonesia. Considerable resources have been mobilized in Pakistan through bilateral sources including Canada, the European Union and the Netherlands, and multilaterally through the “One UN” programme from Germany, Spain and the United Kingdom.

Concrete results and outcomes

43. The Decent Work Country Programmes in the region contributed to:
- implementation of national employment policies strengthened and supported through improved knowledge and services on employability, employment and enterprise development in China;
 - adoption of the Anti-Trafficking in Persons Act 2008 and the Guidelines on the Prevention, Suppression, Assistance and Protection of Persons Trafficked for Labour Purposes in Thailand;

- enhanced decent work opportunities for the disadvantaged, including indigenous peoples, trafficking victims, displaced people due to disaster and crisis in the Philippines;
- development of a large-scale child labour programme in India and preparation of the 11th five-year plan with improved policy coherence between ongoing government schemes; and
- social partners in Pakistan received technical support to improve their participation in dialogue on key political, economic, and social issues and contribute to national development documents, including PRSPs, the National Employment Policy and the National Skills Policy in Pakistan.

Lessons learned and the way ahead

44. Country programme reviews show that there is a need to strengthen monitoring of the country programme delivery – with specific emphasis on the contribution of RBSA resources. More capacity building in results-based management is needed for the constituents, as well as ILO staff across the region. It is also important to encourage their involvement in monitoring and evaluation of Decent Work Country Programmes.

Europe

New Decent Work Country Programmes and their main substantive priorities

45. Since the previous report, Decent Work Country Programmes were developed and approved by the constituents in Albania, Bosnia and Herzegovina, Republic of Moldova and Serbia. Decent Work Agendas have been endorsed in Bulgaria and Romania. A new Programme of Cooperation with the Russian Federation, being launched at the end of 2009, will focus heavily on the decent work concept. Negotiations have started on the priorities and outcomes for four new Decent Work Country Programmes in Azerbaijan, Kazakhstan, Kyrgyzstan and Tajikistan. These Decent Work Country Programmes will start in 2010, with a duration of several years. In addition, with the signing of a Memorandum of Understanding in February 2009, the Government of Turkey and the ILO reaffirmed their decision to implement a national decent work programme with the following country priorities: technical support to the child labour programme in the framework of ILO Convention No. 182; enhancement of social dialogue; youth employment; improvement of female employment and gender equality

Links to national development frameworks

46. The extent of the links between the ILO's priorities and national development frameworks varies. In several countries, even with a limited presence, the ILO has participated in the UNDAF exercises. ILO national coordinators regularly participate in UNCT meetings and the subregional ILO offices were present at key planning meetings in countries where there was no ILO representation. As a result, in these countries, the priorities of the Decent Work Country Programmes are now well aligned with those of national development strategies and are also partially included in the UNDAFs (for example, Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Kazakhstan and The former Yugoslav Republic of Macedonia). However, in some countries there has been a weak synergy between the Decent Work Country Programme priorities and those of other UN agencies. The fact that the UNDAF process is driven by UNCTs has an impact on the contents and participants of

the process. The ILO does not have the resources to participate in all UNDAF processes in all countries in the region.

Participation of employers' and workers' organizations in Decent Work Country Programmes and UNDAFs

47. Greater ownership of Decent Work Country Programmes has been stressed and as a result constituents have been much more involved in the design of Decent Work Country Programmes. Greater engagement in joint monitoring is still needed. Decent Work Country Programme overview boards under the initiative of the constituents have been established in Albania, Bosnia and Herzegovina, and the Republic of Moldova, and the Decent Work Country Programme results matrices and workplans have been shared in order to facilitate the process.
48. Participation of social partners in the UNDAF process is ensured through their involvement in the Decent Work Country Programme process, and the aim is then to integrate their interests into the UNDAFs.

Funding gaps and resources mobilized, including at the local level

49. Resource gap exercises helped to identify and mobilize resources for the implementation of the new Decent Work Country Programme in Serbia in the area of sustainable social security, occupational safety and health (OSH), and employment of persons with disabilities. Funding was mobilized under the Millennium Development Goal Achievement Fund in Albania, Serbia and Turkey for youth employment. There has, however, been a lack of funding for many elements of the Decent Work Country Programmes in other countries.

Concrete results and outcomes

50. Some of the examples of achievements in the implementation of Decent Work Country Programmes in the region include:
- the establishment of the Youth Employment Fund and the implementation of active labour market programmes targeting disadvantaged youth in Serbia;
 - drafting of an OSH strategy and law in Albania;
 - the approval of a national OSH profile by the constituents in Tajikistan and the establishment of a national OSH programme;
 - three information centres have been established in Tajikistan by the construction workers union. These centres provide potential migrants with information and pre-departure training, as well as assist returning migrants;
 - the Russian construction workers union is providing assistance to migrants, when their rights are violated and is affiliating them to their organization;
 - sound progress has been achieved in the institutionalization of integrated service packages Start and Improve Your Business (SIYB) and KAB, as well as Modular Skills Training (MST) in Kyrgyzstan;

- in Azerbaijan, the Government has revised the National Action Plan on preventing trafficking and adopted a National Referral Mechanism document in accordance with the international standards; and
- in Turkey, gender issues have been mainstreamed in employment strategies, and improvements made in statistical data collection as well as employability through skills training.

Lessons learned and the way ahead

- 51.** Ownership and active involvement in the Decent Work Country Programme process of planning, implementation, monitoring and evaluation by all ILO constituents is central to the success of Decent Work Country Programmes. For the ILO, there is also a need to adapt to changing political and economic situations. More flexibility may be necessary in determining the number of Decent Work Country Programme priorities and outcomes per country.

Geneva, 28 October 2009.

Submitted for information.

Statistical appendices

Appendix I

Status of Decent Work Country Programme development in Africa (as of 31 July 2009)

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Benin	Yes	Yes	Yes							Drafting process in consultation with constituents started with a mission on 6–9 July 2009.	
Burkina Faso (Decent Work Country Programme II)	Yes						Approved	2006–07		No ongoing programme for 2008–09. Mission to be undertaken in October 2009 to start drafting process in consultation with constituents.	
Côte d'Ivoire		Yes	Yes	Yes	Yes	Yes	Approved	2008–13	Yes	Comments from quality assurance mechanism received and final programme approved through an agreement signed on 30 January 2009. Evaluability/ retrofitting exercise undertaken in July 2009.	
Niger	Yes									Mission to be undertaken during the third quarter of 2009 to start drafting process in consultation with constituents.	
Togo	Yes	Yes	Yes					2009–13	Yes	Drafting process in consultation with constituents is under way since the mission carried out in March 2009.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Ghana	Yes		Yes					2006–09	Yes	New programme to be formulated will reflect current global reality including the financial and economic crisis. Tripartite consultation scheduled for first quarter of 2010. Current programme did not pass through quality assurance mechanism, but a pilot project was undertaken until 2007 and has been upscaled to become the present decent work–local economic development project for Ghana.	
Liberia	Yes									Formulation process tentatively scheduled for first quarter of 2010.	
Nigeria	Yes		Yes					2005–09	Yes	New programme to be formulated next year on the basis of the National Economic and Social Summit outcome. Current programme did not pass through quality assurance mechanism, but pockets of activity are under way. Tripartite consultation was not held as planned because the proposed ILO multidisciplinary mission on employment scheduled for July 2009 did not take place.	
Sierra Leone	Yes		Yes							Revalidation workshop held in September 2009.	Multidisciplinary mission planned for last quarter of 2009.

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Djibouti	Yes							2006–07	Yes	Drafting finalization pending. Tripartite consultation scheduled for 29 February 2009 was postponed.	
Ethiopia (Decent Work Country Programme II)	Yes	Yes	Yes	Yes	Yes	Yes	Approved	2006–07	Yes	2006–07 programme completed and approved. 2009–11 programme redrafted on the basis of quality assurance mechanism appraisal and signed by constituents on 10 September 2009. Implementation to begin towards the end of 2009.	
Kenya	Yes	Yes					Approved	2007–11	Yes	Ongoing implementation. Elements of programme implemented through joint UN programmes, e.g. on youth employment.	
Uganda	Yes	Yes					Approved	2007–10	Yes	Ongoing implementation of programme's elements (in particular child labour, finalization of the national action plan on youth employment and HIV at the workplace). Donors have expressed interest to fund the programme as a whole.	Tripartite Decent Work Implementation Committee met in July 2009 to review progress on implementation and discuss resource mobilization.

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Tanzania, United Republic of	Yes	Yes					Approved	2006–10	Yes	Ongoing implementation. Programme's elements included in joint programmes under UN reform. Evaluability/ retrofitting exercise took place through a mission in July 2009, which also supported the ILO Office in Dar es Salaam to finalize the building blocks for the Tanzanian Bureau for Crisis Prevention and Recovery.	Technical mission undertaken in May 2009 by Subregional Office in Addis Ababa to assess the progress in gathering data for indicators of the pilot decent work country profile for the United Republic of Tanzania in collaboration with the National Bureau of Statistics and social partners.
Somalia	Yes									Interim programme to be designed as ILO's contribution to the UN Transition Programme for Somalia.	
East African Community	Yes				Yes	Yes		2008–15	N/A	Subregional decent work programme drafting expected to be completed by October 2009 in light of retrofitting exercise in the Office (regional consolidation forwarded to ILO Office in Dar es Salaam).	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Comoros	Yes	Yes		Yes	Yes			2008–12	Yes	Draft programme submitted to quality assurance mechanism for appraisal: concept paper drafted in November 2008 needs to be revised taking into account the appraisal process by Regional Support Group carried out in August 2009 and comments received by the ILO Office in Antananarivo in September 2009.	
Madagascar	Yes	Yes			Yes	Yes	To be approved	2008–12	Yes	Final version of programme including all comments from quality assurance mechanism and Regional Office awaiting Regional Director's final approval.	
Mauritius	Yes	Yes	Yes	Yes				2009–12		Draft prepared in consultation with constituents in April 2009 was sent to the multidisciplinary team for review in August 2009. Its comments were sent to the ILO Office in Antananarivo and to constituents in September 2009. Did not go through quality assurance mechanism.	No UNDAF, but the programme aligns with UNDP development strategy.

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Seychelles	Yes	Yes	Yes	Yes				2009–12		Draft prepared in consultation with constituents in April 2009 was sent to the multidisciplinary team for review in August 2009. Its comments were sent to the ILO Office in Antananarivo and to drafting committee in September 2009. Second draft under preparation.	No UNDAF.
Egypt			Yes					2009–12	Yes	Draft currently under revision based on inputs of the support mission carried out in July 2009. To be finalized by the fourth quarter of 2009.	
Eritrea										For political reasons no programme has been drafted but, following initial discussions during the International Labour Conference in 2009, the process will start in 2010.	
Sudan	Yes							2010–14		The Government of North Sudan has started the process on its own initiative and South Sudan has expressed interest during a recent mission. The process will start in 2010.	
Algeria	Yes	Yes	Yes					2009–11	Yes	Framework document available but has not undergone appraisal by quality assurance mechanism. Implementation has not started.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Libyan Arab Jamahiriya	Yes									Consultation with national counterparts; no document finalized.	
Morocco	Yes	Yes	Yes					2009–11	Yes	Framework document available but has not undergone appraisal by quality assurance mechanism. Implementation has not started.	
Tunisia	Yes							2009–11		Initial consultation with national counterparts undertaken in July 2009 but document not finalized. Implementation has not started.	
Cape Verde	Yes	Yes								Drafting in consultation with constituents started with mission undertaken on 27–30 July 2009.	
Gambia	Yes									Mission to start drafting in consultation with constituents scheduled for the third quarter 2009.	
Guinea	Yes	Yes								Drafting in consultation with constituents started with multidisciplinary mission undertaken on 20–24 July 2009.	
Guinea Bissau										Formulation process to be launched in 2010.	
Mali (Decent Work Country Programme II)							Approved	2006–09		There is no ongoing 2008–09 programme. Drafting in consultation with constituents to start in December 2009.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Mauritania	Yes									Formulation process to be launched in 2010.	
Senegal (Decent Work Country Programme II)	Yes						Approved	2006–09		There is no ongoing 2008–09 programme. Formulation process to be launched in the fourth quarter of 2009.	
Zimbabwe (Decent Work Country Programme II)	Yes	Yes	Yes	Yes	Yes	Yes	Approved	2008–11	Yes	First programme completed in 2005. Second programme (2008–11) was shared with constituents in July 2008. After incorporating comments from quality assurance mechanism, the programme was launched, through signature by the ILO and constituents, during the celebrations of the ILO's 90th anniversary on 22 April 2009. Document has been printed and disseminated widely.	As a follow-up to the participation of the government and worker representative to the ILO workshop on evaluation for constituents, tripartite partners have been contacted to initiate the process of formulating and validating the monitoring and evaluation framework.
Malawi	Yes	Yes	Yes					2009–16	Yes	Main document was finalized by tripartite drafting committee at the end of March 2009; while the monitoring and evaluation and implementation plans were completed in June 2009. The documents were approved by a meeting that gathered a range of ministries, social partners and civil society organizations in September 2009. They are expected to be finalized by the Ministry of Labour and	Effective engagement of the constituents in the development of both the implementation and monitoring and evaluation plans.

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
										sent to quality assurance mechanism by end of October 2009. The programme's period aligns with the new national development plan cycle.	
Mozambique	Yes	Yes	Yes							During a tripartite consultative meeting in September 2009, constituents were sensitized on the importance of developing a programme and they understood the need to move forward. A consultant is updating the situation analysis of the first draft. A meeting with the Tripartite Labour Council organized in late September explained the benefits of the Decent Work Country Programme as well as its formulation process, and mapped a way forward. A high-level Decent Work Country Programme meeting is planned for after the presidential and parliamentary elections of October 2009.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Zambia	Yes	Yes	Yes	Yes	Yes		Approved	2007–11	Yes	Programme implementation started in December 2007, but no common national implementation plan or monitoring and evaluation plan were drafted in the initial stage. These were drafted during a tripartite plus workshop organized in August 2009, which gathered about 60 representatives of ministries, social partners and civil society organizations. A small tripartite drafting committee is currently editing the implementation and monitoring and evaluation plans and will update the main programme document to include them, as well as to reflect recent global developments such as the global crisis. The revised programme is expected to be finalized and launched by the end of 2009.	Effective engagement of constituents in the development of the implementation and monitoring and evaluation plans.
Botswana	Yes	Yes	Yes	Yes	Yes			2010–16	Yes	After receiving comments from the Regional Office, a second consultation with constituents was undertaken in July. A revised draft taking into account comments from the Regional Office and constituents to be approved in September 2009.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Lesotho	Yes	Yes	Yes	Yes	Yes	Yes	Approved	2006–09	Yes	About to undergo Bureau for Crisis Prevention and Recovery then Decent Work Country Programme II.	
Namibia	Yes	Yes	Yes					2010–14	Yes	Second consultation with constituents to take place on 9 September 2009. Revised draft to be approved by Regional Office at the end of September.	
South Africa	Yes	Yes	Yes					2010–14	Yes	Second consultation with constituents to take place on 14 September 2009. Revised draft to be approved by Regional Office at the end of September.	
Swaziland	Yes	Yes	Yes					2010–14	Yes	A revised draft taking into account comments from the Regional Office and second consultation with constituents to be approved mid-September 2009.	
Angola	Yes	Yes								Consultations on concept note are under way.	
Cameroon	Yes	Yes	Yes	Yes	Yes	Yes		2009–15	Yes	Comments from quality assurance mechanism were integrated into draft and tripartite workshop to be held on 17 September 2009.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Central African Republic	Yes	Yes								National forum on employment to be held in December 2009 with the assistance of the Subregional Office in Yaoundé will provide the opportunity to start the drafting process for second programme.	
Chad	Yes									Consultations under way.	
Gabon	Yes	Yes								Draft programme document to be available before the end of 2009. Preparation of concept notes under way.	
Equatorial Guinea	Yes									Consultations on concept note under way.	
Sao Tome and Principe	Yes	Yes								Multidisciplinary mission to be undertaken in the first quarter of 2010. Preparation of concept notes under way.	
Burundi	Yes	Yes	Yes	Yes	Yes	Yes		2009–13	Yes	Comments from quality assurance mechanism discussed with constituents in December 2008 and integrated in the document. Following the change of Ministry of Labour, document was resubmitted to constituents for their formal approval prior to approval by the Regional Office by end of 2009. (Finalization of UNDAF for 2009–13 under way.)	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Congo	Yes	Yes						2009–12		Concept note presented to constituents in February 2009 for initial discussions.	
Democratic Republic of Congo	Yes	Yes	Yes					2009–11	Yes	Initial concept paper shared with constituents during the meeting of the National Labour Council in January 2009 and comments received in March 2009. Process to be reactivated.	
Rwanda	Yes	Yes	Yes					2009–12	Yes (alignment with the "One UN" programme)	Further consultations held in December 2008. Draft submitted to constituents before sending it to the quality assurance mechanism. No comments received. Process to be reactivated.	
Total	49	33	25	11	10	8	11 (and one pending approval of the Regional Director)				

Explanatory notes: ⁽¹⁾ This phase involves provision of information on the Decent Work Country Programme development process with/without some initial consultation on actions to be undertaken by the ILO and constituents. Concept papers could be prepared by a country office for initial discussions but they are not a required step in the programme development process. They are prepared to: (i) present analysis and data which help constituents set Decent Work Country Programme priorities; and (ii) identify and advocate core priorities which should be present in all Decent Work Country Programmes, in particular strengthening constituents and applying international labour standards. ⁽²⁾ Draft Decent Work Country Programme documents include all programme elements developed through consultation with constituents. They are appraised by the Decent Work Country Programme Regional Support Groups through the quality assurance mechanism set up to improve the quality of these documents. ⁽³⁾ Decent Work Country Programme final documents that, while subject to modification if conditions change, have met the requirement for approval and can be cited as the vehicle for ILO action.

Appendix II

Status of Decent Work Country Programme development in the Americas (as of 31 July 2009)

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Argentina					No		Approved	2008–11		Programme document (2008–11) endorsed by constituents. Preparation process including high-level tripartite meetings, consultative workshops and creation of tripartite implementation committee, increased the sense of accountability and ownership of tripartite partners in delivering programme outcomes. Independent evaluation of the first programme (2005–07) submitted to the Governing Body in November 2007.	Draft UNDAF 2010–14 submitted to Government for approval is not finalized yet. It includes decent work as one of its objectives.
Bahamas					No		Approved				No UNDAF.
Barbados	Yes										
Belize					No		Approved			Programme document signed by constituents in May 2009 following a tripartite plus results-based programming workshop. It takes into account work to be undertaken in the framework of UNDAF for 2007–11.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Bolivia					No		Approved	2007–10	Yes	Project funded by the Netherlands.	
Brazil		Yes	Yes				NA	2010–15	Yes	In 2009, during the International Labour Conference, the President of Brazil and the Director–General signed a joint declaration establishing a new cooperation framework for the development of the Decent Work National Plan. Meanwhile, the ILO has been providing technical support and fostering social dialogue for the implementation of the programmes of the states of Bahia and Mato Grosso. Other states and municipal governments have requested to elaborate their respective programmes.	In 2009, during the International Labour Conference, the Minister of Labour handed over to the President of Brazil and the Director–General a tripartite declaration stating priorities and outcomes agreed to by constituents after an extensive consultation process.
Chile							Approved	2008–09	Yes	Programme document signed by constituents.	
Colombia			Yes					2008–09	Yes		
Costa Rica		Yes	Yes					2010–13	Yes	Dialogue among constituents concerning programme priorities and outcomes under way.	Subregional tripartite declaration and plan of action on employment.
Cuba	Yes	Yes								No formal programme envisaged for the moment. Eventual news after mission to be undertaken in March 2010.	
Dominican Republic					Yes		Approved	2008–11	Yes	Programme document signed by constituents.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Ecuador			Yes						Yes		
El Salvador					Yes		Approved	2008–11	Yes	Programme document signed by constituents.	
Jamaica	Yes										
Guatemala		Yes			Yes	Yes		2010–13	No	Dialogue process delayed due to political situation.	Subregional tripartite declaration and plan of action on employment. UN system just finalized UNDAF for 2010–14.
Honduras					Yes		Approved	2008–11	Yes	Programme document signed by constituents.	
Mexico			Yes					2008–12	Yes		UNDAF for 2008–12 approved in June 2007.
Netherlands Antilles	Yes	Yes									
Nicaragua					Yes		Approved	2008–11	Yes	Programme document signed by constituents.	
Panama					Yes		Approved	2008–11	Yes	Programme document signed by constituents.	
Paraguay			Yes				Approved	2009–10	Yes	Programme document signed by constituents.	
Peru			Yes					2008–09	Yes		Memorandum of Understanding with the Ministry of Labour.
Uruguay							Approved	2007–10	Yes	There are two programme versions: one with the Government and the other with employers. Priorities signed with the Ministry of Labour.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Organization of Eastern Caribbean States' countries*		Yes									
Trinidad and Tobago	Yes										
Total	5	6	7		6	1	12				

* Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines and Montserrat (six ILO member States and one metropolitan territory). Montserrat is a member of the OECS.

Explanatory notes: ⁽¹⁾ This phase involves provision of information on the Decent Work Country Programme development process with/without some initial consultation on actions to be undertaken by the ILO and constituents. Concept papers could be prepared by a country office for initial discussions but they are not a required step in the programme development process. They are prepared to: (i) present analysis and data which help constituents set Decent Work Country Programme priorities; and (ii) identify and advocate core priorities which should be present in all Decent Work Country Programmes, in particular strengthening constituents and applying international labour standards. ⁽²⁾ Draft Decent Work Country Programme documents include all programme elements developed through consultation with constituents. They are appraised by the Decent Work Country Programme Regional Support Groups through the quality assurance mechanism set up to improve the quality of these documents. ⁽³⁾ Decent Work Country Programme final documents that, while subject to modification if conditions change, have met the requirement for approval and can be cited as the vehicle for ILO action.

Appendix III

Status of Decent Work Country Programme development in the Arab States (as of 31 July 2009)

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Jordan					Yes		Approved	2006–09	Yes	Country Programme evaluation conducted in 2008. Consultations for development of new programme initiated in July 2009.	UNDAF for 2008–12.
Syrian Arab Republic					Yes		Approved	2008–10	Yes	Launched in February 2008. Capacity-building workshop for constituents on results-based management held in May 2009.	UNDAF for 2007–11.
Yemen		Yes			Yes		Approved	2008–10	Yes	Launched in July 2008. Capacity-building workshop for constituents on results-based management held in November 2008.	UNDAF for 2007–11.
Oman					Yes	Yes		2010–12	N/A	To be launched in December 2009.	No UNDAF.
Bahrain	-	Yes	Yes							To be launched in 2009.	
Kuwait		Yes								Initial consultation on hold due to institutional changes.	

Country/territory	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
United Arab Emirates	Yes	Yes	Yes							Zero draft developed in early 2009. Additional consultations with Government to be held.	
Lebanon	Yes									Pending further consultations with the new Cabinet.	UNDAF 2010–14. Country strategy under development to be completed in 2009.
Iraq											Country strategy to be developed and launched in 2009.
Palestine	Yes										ILO employment and labour market strategy and related TC programme endorsed by constituents and launched in October 2008.
Qatar	Yes									Two programming missions undertaken in 2008 to identify and discuss key priorities for ILO support.	
Saudi Arabia										Initial consultations to start in 2009.	
Total	4	4	2		4	1	3				

Explanatory notes: ⁽¹⁾ This phase involves provision of information on the Decent Work Country Programme development process with/without some initial consultation on actions to be undertaken by the ILO and constituents. Concept papers could be prepared by a country office for initial discussions but they are not a required step in the programme development process. They are prepared to: (i) present analysis and data which help constituents set Decent Work Country Programme priorities; and (ii) identify and advocate core priorities which should be present in all Decent Work Country Programmes, in particular strengthening constituents and applying international labour standards. ⁽²⁾ Draft Decent Work Country Programme documents include all programme elements developed through consultation with constituents. They are appraised by the Decent Work Country Programme Regional Support Groups through the quality assurance mechanism set up to improve the quality of these documents. ⁽³⁾ Decent Work Country Programme final documents that, while subject to modification if conditions change, have met the requirement for approval and can be cited as the vehicle for ILO action.

Appendix IV

Status of Decent Work Country Programme development in Asia and the Pacific (as of 31 July 2009)

Country	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Afghanistan	Yes										
Australia											Commitment to prepare decent work national plan of action made in subregional forum in Melbourne in 2005.
Bangladesh					Yes		Approved	2006–09	Yes		
Brunei Darussalam	Yes										
Cambodia					Yes	Yes	Pending	2008–10	Yes	Draft appraised by Regional Support Group. Awaiting endorsement from constituents.	
China					Yes		Approved	2006–10	Yes		Memorandum of Understanding between the Ministry of Labour and Social Security and the Office.
Fiji	Yes									Draft regional strategic framework on decent work developed and discussed at the Subregional Tripartite Technical Meeting on Decent Work in November 2007.	

Country	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
India					Yes		Pending	2008–12	Yes	Awaiting endorsement from constituents in the first week of October 2009.	
Indonesia					Yes		Approved	2006–10	Yes		
Iran, Islamic Republic of	Yes										National plan of action on decent work.
Japan											Tripartite constituents plan to develop a national plan of action on decent work.
Kiribati					Yes		Pending			Draft regional strategic framework on decent work developed and discussed at the Subregional Tripartite Technical Meeting on Decent Work in November 2007. Awaiting endorsement of constituents in September 2009.	Programme will be integral part of the UN country programme.
Korea, Republic of											
Laos	Yes										
Malaysia					Yes	Yes		2009–10			
Marshall Islands	Yes									Draft regional strategic framework on decent work developed and discussed at the Subregional Tripartite Technical Meeting on Decent Work in November 2007.	
Mongolia					Yes		Approved	2006–10	Yes		National plan of action on decent work, 2005–08.

Country	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Myanmar											
Nepal					Yes		Approved	2008–10	Yes		
New Zealand											National plan of action on decent work.
Pakistan					Yes		Approved	2005–10	Yes		National plan of action for decent employment generation and skills development.
Papua New Guinea					Yes		Approved	2009–12	Yes	Draft regional strategic framework on decent work developed and discussed at the Subregional Tripartite Technical Meeting on Decent Work in November 2007.	
Philippines					Yes	Yes		2009–10	Yes		Narrowing Decent Work Deficits: The Philippine Common Agenda (2008–10).
Samoa					Yes		Approved	2009–12	Yes	Draft regional strategic framework on decent work developed and discussed at the Subregional Tripartite Technical Meeting on Decent Work in November 2007.	
Singapore											
Solomon Islands					Yes		Approved	2009–12	Yes	Draft regional strategic framework on decent work developed and discussed at the Subregional Tripartite Technical Meeting on Decent Work in November 2007.	
Sri Lanka					Yes		Approved	2008–12	Yes		National policy for

Country	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
											decent work.
Thailand			Yes								
Timor-Leste					Yes		Approved	2008–13	Yes		
Tuvalu				Yes							
Vanuatu					Yes		Approved	2009–12	Yes		
Viet Nam					Yes	Yes		2009–11	Yes		Decent work country framework, 2006–10.
Total	6		1	1	18	4	12 (and 3 pending final constituents' endorsement in 2009)				

Explanatory notes: ⁽¹⁾ This phase involves provision of information on the Decent Work Country Programme development process with/without some initial consultation on actions to be undertaken by the ILO and constituents. Concept papers could be prepared by a country office for initial discussions but they are not a required step in the programme development process. They are prepared to: (i) present analysis and data which help constituents set Decent Work Country Programme priorities; and (ii) identify and advocate core priorities which should be present in all Decent Work Country Programmes, in particular strengthening constituents and applying international labour standards. ⁽²⁾ Draft Decent Work Country Programme documents include all programme elements developed through consultation with constituents. They are appraised by the Decent Work Country Programme Regional Support Groups through the quality assurance mechanism set up to improve the quality of these documents. ⁽³⁾ Decent Work Country Programme final documents that, while subject to modification if conditions change, have met the requirement for approval and can be cited as the vehicle for ILO action.

Appendix V

Status of Decent Work Country Programme development in Europe (as of 31 July 2009)

Country	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I-III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Albania							Approved	2008-10	Yes	Memorandum of Understanding signed by ILO and constituents on 4 April 2008.	"One UN" Programme 2007-10
Bosnia and Herzegovina							Approved	2008-11	Yes	Approved by all Bosnian constituents in July 2009.	UNDAF for 2010-15.
The former Yugoslav Republic of Macedonia	Yes									Newly appointed National Coordinator (July 2009) will accelerate consultations and programme drafting.	UNDAF for 2010-15.
Republic of Moldova							Approved	2008-11	Yes	Memorandum of Understanding signed by ILO and constituents in June 2008.	UNDAF for 2007-11.
Serbia							Approved	2008-11	Yes	Programme signed by ILO and constituents in December 2008.	UNDAF for 2005-10. New UNDAF formulation started in 2009.
Ukraine		Yes	Yes							Memorandum of Understanding signed by ILO and constituents in June 2008.	UNDAF for 2006-11.
Armenia							Approved	2007-11	Yes		UNDAF for 2005-10. Formulation of UNDAF for 2011-15 started in 2009.

Country	Stage I: Preparatory phase ⁽¹⁾		Stage II: Draft programme document ⁽²⁾				Stage III: Final document ⁽³⁾			Remarks for stages I–III	Other existing or upcoming cooperation framework with member States
	Ongoing consultation (Yes/No)	Concept paper (Yes/No)	In process and in consultation with constituents (Yes/No)	Appraisal by Regional Support Group in process (Yes/No)	Appraised by Regional Support Group (Yes/No)	Redrafting based on inputs from appraisal (Yes/No)	Approval by Regional Director (approved or to be approved)	Period covered	Alignment with UNDAF (Yes/No)		
Azerbaijan							Approved	2007–09	Yes	Consultations on new programme started.	UNDAF for 2005–09. New UNDAF formulation started in 2009.
Kazakhstan							Approved	2007–09	Yes	Consultations on new programme started.	UNDAF for 2005–09. New UNDAF signed for 2010–14.
Kyrgyzstan							Approved	2007–09	Yes	Consultations on new programme started.	Poverty Reduction Strategy – Country Development Strategy (2007–10); UNDAF for 2005–10.
Tajikistan							Approved	2007–09	Yes	Consultations on new programme started.	UNDAF for 2005–09. New UNDAF signed for 2010–14.
Uzbekistan	Yes										Poverty Reduction Strategy 2008–10; UNDAF for 2005–09. New UNDAF signed for 2010–14.
Turkey	Yes										UNDAF for 2005–10. Formulation of new “light” UNDAF started in 2009.
Total	3	1	1				9				

Explanatory notes: ⁽¹⁾ This phase involves provision of information on the Decent Work Country Programme development process with/without some initial consultation on actions to be undertaken by the ILO and constituents. Concept papers could be prepared by a country office for initial discussions but they are not a required step in the programme development process. They are prepared to: (i) present analysis and data which help constituents set Decent Work Country Programme priorities; and (ii) identify and advocate core priorities which should be present in all Decent Work Country Programmes, in particular strengthening constituents and applying international labour standards. ⁽²⁾ Draft Decent Work Country Programme documents include all programme elements developed through consultation with constituents. They are appraised by the Decent Work Country Programme Regional Support Groups through the quality assurance mechanism set up to improve the quality of these documents. ⁽³⁾ Decent Work Country Programme final documents that, while subject to modification if conditions change, have met the requirement for approval and can be cited as the vehicle for ILO action.