



SECOND ITEM ON THE AGENDA

**Implementation of Decent Work
Country Programmes**

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Preamble

1. The Governing Body had called upon the Office to provide, on an annual basis, a status report on Decent Work Country Programmes (DWCPs).¹ This report focuses on a number of areas related to its formulation, contents and implementation. More specifically: (1) their links to UN Country Programmes (especially “One UN” pilot countries) and the United Nations Development Assistance Framework (UNDAF); (2) participation of employers’ and workers’ organizations in the development of DWCPs; (3) the main substantive priorities; (4) resources and funding mechanisms; (5) concrete results; and (6) lessons learned.
2. The Committee on Technical Cooperation had asked for interactive sessions with the regional directors in the coverage of some of the agenda items discussed at the Committee. To facilitate such a session, this report has been presented by regions. The coverage is not exhaustive² but does provide a snapshot of developments around the six major themes indicated above; if required, the members of the Committee are invited to call upon the regional directors for further elaboration or clarifications.

Introduction

3. Formulation and implementation of DWCPs, a priority issue for the ILO, have been actively pursued in all the regions over the past few years. Given the existing regional specificities and differences in needs, priorities and availability of resources, financial and human, formulating global conclusions might not serve any purpose for strategies and policies; these are most effective at the regional and even subregional levels. Consequently, this report will not attempt to provide a synthesis. However, a number of common features relating to the six themes mentioned above can be identified across regions.
4. The relevance of and demand for DWCPs in the respective countries are becoming more and more evident; their links to UN Country Programmes, especially “One UN” pilot countries and UNDAFs can be seen in all the regions. In Algeria, Liberia and Morocco, the DWCPs have in fact become a central element of the UNDAFs; in Brazil and Mexico, the issue of decent work is specifically included as one of the UNDAF objectives; the DWCP outcomes for India are part of the UNDAF outcomes. It may be mentioned here that the ILO has played a leading role in some areas of UNDAF priorities, such as youth employment skills development and employability, labour migration management and HIV/AIDS workplace programmes.
5. The role of the social partners in the development and/or implementation of DWCPs has been substantive. The modalities for the involvement of the social partners and the incorporation of their views in DWCPs have taken different forms. At the minimum, ILO offices have ensured that the priorities identified through consultation with the social partners are duly reflected in the DWCPs. In Argentina, the DWCP was launched with a

¹ GB.297/PV.

² The reader might wish to read this report in conjunction with the report on ILO’s technical cooperation programme 2006–07 (GB.300/TC/1) which has related information on some of the items raised here and the update on the status of privileges and immunities of the International Labour Organization in its member States (GB.300/LILS/3, Nov. 2007) which highlights the relevance to DWCPs.

Memorandum of Understanding signed by the Director-General of the ILO and the Minister of Labour; it was subsequently endorsed and signed by Argentina's trade union and the employers' organization. Following a similar model, in Chile and Paraguay, employers' and workers' organizations were consulted on programmes formulated with the respective governments. In some countries, the priorities are based on subregional tripartite meetings, as was the case for Central America, Panama and the Dominican Republic. In the United Republic of Tanzania, employers' and workers' organizations participated in a number of consultative workshops to define priorities and outcomes. In the case of Asia and the Pacific, the constituents were involved in the drafting process and in the endorsement of the DWCP documents; furthermore, training programmes to strengthen the capacity of the constituents to engage in DWCPs have started. In Europe, the tripartite constituents have cooperated with ILO field offices in the preparation of DWCPs and in their implementation as collaborators or reviewers. The social partners in the Arab States are involved in the formulation of DWCPs through an iterative process that seeks confirmation of priorities, methodology and outcomes; the region is advocating the establishment of national tripartite committees as key consultative and policy advisory bodies for monitoring implementation of DWCPs.

6. The main substantive priorities identified in DWCPs reveal that although there are a number of common themes in every region, there are marked differences in focus within the themes; furthermore, as expected, the priorities also differ among regions. Employment is a priority issue in all the regions and promotion of youth employment is a common objective in all the regions. Additionally, in the employment field, while the focus in the Arab States and Europe is on the informal sector, Asia and the Pacific has prioritized labour market governance, skills development, and decent work through local development. The Americas intend elaborating employment programmes that take into account the promotion of fundamental rights, social protection and occupational safety and health. Whereas entrepreneurship development in general is important for the Arab States, Africa puts emphasis on women's entrepreneurship. With regard to standards-related activities, one sees elimination of child labour, especially its worst forms, as a common priority in all the regions with the exception of the Arab States, where employers' compliance with international labour standards is a priority. Europe and Africa see labour legislation and its enforcement as one of its priorities. Elimination of forced labour and discrimination at work, especially for indigenous populations and migrant workers are priority areas for the Americas and Asia and the Pacific. Improved and extended social protection is a common theme in all the regions; for Asia and the Pacific, the focus is on its extension to the informal sector. Africa and Europe have, as one of their priority areas, fighting HIV/AIDS in the world of work. Other than Asia and the Pacific, all the regions have specifically indicated strengthening institutions and the promotion of social dialogue as priorities. Africa has indicated more specifically, thereby enhancing the influence of tripartite partners on national development policies.
7. On the issue of funding mechanisms, levels and gaps, until now, the ILO has mostly used its own regular budget resources to develop DWCPs. The ongoing and future technical cooperation programmes are being adjusted and elaborated in response to country priorities. Europe has indicated that it has allocated more than 56 per cent of its regular budget resources for Country Programmes. In many countries, ongoing and new technical cooperation projects have been incorporated into the DWCPs. National government, as was the case in Zambia, has borne part of the costs of DWCPs from the direct budgetary support received from donors. Constituents in countries like Liberia, United Republic of Tanzania and Zambia have committed to contribute in kind for the implementation of their respective DWCPs.

8. For the implementation of DWCPs, there will be a need for considerable amounts of extra-budgetary resources. The Asia and Pacific region indicates that its ratio of regular budget to extra-budgetary resources has been 1:4. Efforts have been intensified in all the regions to mobilize extra-budgetary resources, be it from the international donor community (central as well as local level), collaborative cost-sharing with the UN system partners, or as direct contribution from the national governments. It may be mentioned here that the ILO has already received substantial funding specifically for the implementation of DWCPs – one can cite, for example, the ILO/Netherlands programme which is already funding DWCPs in a number of countries. DWCPs are increasingly being used as the main programming element in discussions with donors and resource mobilization. Some donors have indicated their interest in financing DWCP outcomes, be it at national, subregional or regional level. While discussions will continue to match donor priorities with those of the DWCPs, the introduction of the Regular Budget Supplementary Account (RBSA) is seen as a positive move to bridge the resource gap. When a country has already provided the necessary legal protections for the Office, processing of funds to support DWCPs can move more quickly.³
9. Implementation of the majority of the DWCPs started only a couple of years ago. Yet a number of concrete results and outcomes obtained or envisaged can be noted. They have been successful in focusing the attention of national stakeholders and the international donors on the importance of employment and decent work issues in the context of national development policies and programmes. To cite just a few examples: DWCP implementation has been behind some of the political reforms undertaken in Argentina; in Jordan, the establishment of a national tripartite committee which should pave the way for the establishment of an economic and social council, and the internal reorganization and consolidation of the Ministry to support DWCP implementation; the adoption of the national employment strategy by the Government of the Republic of Moldova; establishment and strengthening of new government agencies and strategies to eliminate the worst forms of child labour and protect children in three Central Asian countries; in the preparation of the new pension reform in Bosnia and Herzegovina; in changing perception of policy-makers in some of the Asian countries on linkages between improved working conditions and productivity, as well as in integrating employment-intensive investment principles and approaches into the World Bank and Asian Development Bank investment and capacity-building programmes. A number of ratifications of ILO Conventions have been witnessed in many of the regions.
10. Each of the regions has presented an elaborate list of lessons learned and steps to be taken into account for the way ahead and, given the regional specificities, many of the issues need to be discussed in their respective regional settings. However, one can observe some common features. Participation of constituents in the formulation, drafting, planning, implementation and evaluation of DWCPs is essential to ensure that the programme will be relevant, efficient, have stakeholder ownership and have sustained results. In this context, improved constituent perception and ownership of the desired country outcomes are important; it has been seen that constituent involvement has varied, depending on interest and commitment. DWCPs need to be linked with national priorities which are captured in UN Country Programmes and UNDAFs. Priority setting and focus have often been a challenge, not only in cases where UNDAFs already existed or the process had been dominated by UN funds and programmes, but also where DWCPs had been signed and there was a need for their adaptation.

³ See GB.300/LILS/3.

11. With firm political commitment from the highest echelon of decision-making, a DWCP can be used effectively as a promotional tool. The process has proven to be instrumental in supporting the national partners' efforts to mainstream the Decent Work Agenda into ongoing economic reform initiatives. The creation of institutional mechanisms ensuring participation of social partners in the economic reform debate is critical.
12. Advocacy for decent work needs to continue. Recognition of ILO expertise and mandate in this area needs to be further established and communicated so that, at the country level, national and international organizations, including the European Union, UNDP and the World Bank, would count on the value added in seeking partnerships with the ILO. ILO capacity to deliver could be broadened at the regional level through innovative partnership agreements with local organizations, including research and training institutes.
13. On the programming side, the quality assessment process for the DWCPs has yet to become fully successful. Headquarters units have to be further encouraged to link their resources to DWCP outcomes and thereby make a substantial contribution.

Regional presentations

A. Africa

Context

14. In Africa, the plan of action adopted by the African Union Extraordinary Summit on Employment and Poverty Alleviation in Africa (Ouagadougou, September 2004) and the conclusions of the 11th African Regional Meeting (Addis Ababa, April 2007) provide the broad framework for the development of DWCPs by ILO constituents. At the end of September 2007, although not all countries had officially finalized the DWCPs, programmes were operational in: Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Lesotho, Mali, Mauritania, Nigeria, Senegal, Uganda, United Republic of Tanzania, Zambia and Zimbabwe. Draft DWCP concept papers and documents had been prepared for a number of countries. Consultations with constituents were under way in another 22 countries.

Links to the UN Country Programmes

15. In all cases, concerted efforts have been made to align the DWCP with the UNDAF. In some cases, such as Algeria, Liberia and Morocco, the DWCP has in fact become a central element of the UNDAF in recognition of the importance of employment for poverty reduction. Following the signature of the partnership agreement between UNDP and the ILO at the beginning of 2007, Burkina Faso, Egypt, Liberia, Morocco, Mozambique, Rwanda and the United Republic of Tanzania were identified as pilot countries where a special effort would be made to ensure closer cooperation in five areas: making employment central to economic development policy; youth employment; economic empowerment of women; capacity building; and migration.

The role of the social partners in the development and/or implementation of DWCPs

16. Increasingly, employers' and workers' organizations are actively participating in the identification of priorities, outcomes and implementation strategies of the DWCPs. At the development stage, ILO offices ensure that the priorities identified by the tripartite partners

through an intensive process of consultations are duly reflected in the DWCP document, while in a number of countries, advisory committees monitor implementation. The extent of the social partners' commitment is exemplified by the United Republic of Tanzania, where employers' and workers' organizations participated in three consultative workshops to define the DWCP's priorities and outcomes. In Liberia, United Republic of Tanzania and Zambia the constituents have even committed themselves to in-kind contributions to "their" DWCP.

Main substantive priorities identified in the DWCPs

17. Given the consensus reached at the Ouagadougou Summit and the 11th African Regional Meeting referred to above, it is not surprising that many DWCPs have similar priorities. These include in particular:

- promotion of youth employment;
- women's entrepreneurship;
- elimination of child labour, particularly in its worst forms;
- improved and extended social protection;
- fighting HIV/AIDS in the world of work;
- enhancing the influence of the tripartite partners on national development policies; and
- stronger labour and social dialogue institutions.

Funding mechanisms and local resource mobilization: Levels and gaps

18. The ILO has mostly used its own regular budget resources to develop DWCPs. However, the ILO's own resources can only fund a small part of the implementation of most DWCPs. Efforts have therefore been intensified to mobilize extra-budgetary resources. As a first result, the DWCPs in Cameroon, Ethiopia, Liberia and Mozambique have received substantial funding under the ILO/Netherlands programme. In other countries, while no donor funds have yet been mobilized specifically for the DWCPs concerned, ongoing and new technical cooperation projects have been incorporated into the DWCP. Negotiations are currently under way with a number of donors to support DWCPs on a programme rather than project basis. Such negotiations take place both at headquarters and country level. It is also important to note that, increasingly, beneficiary governments seem willing to bear part of the cost of DWCPs from the direct budget support they receive from donors, a case in point being Zambia.

19. The multiplicity of sectors and components within DWCPs require a more intricate approach to local resource mobilization. With donors often earmarking funds for specific sectors, although resources may be raised for specific components of the DWCP, raising funds for the programme as a whole may necessitate obtaining and managing funds from different sources. The RBSA may provide a partial solution to this challenge. It is also clear that in a changing aid environment the capacity of ministries of labour to access national and donor resources for DWCPs must be reinforced.

**Concrete results and outcomes obtained
or realistically envisaged through DWCPs**

20. Most DWCPs in Africa have come on stream only over the last year or so. It is therefore too early to judge the concrete results and outcomes. In some cases, however, it is clear that the existence of a DWCP has been instrumental in focusing the attention of national stakeholders and international donors on the importance of employment and decent work issues in the context of national development policies and programmes.

**Lessons learned and steps taken or
to be taken for the way ahead**

21. The following may be highlighted:

- The focus on “One UN” and the decentralization of funding to the country level presents new challenges to obtain funding for the implementation of DWCPs, both within the context of UNDAF and in terms of dealing with donors at the country level who increasingly want to be reassured that the DWCP is part of broader national development strategies.
- Greater emphasis must be placed on gender mainstreaming in DWCPs at the formulation stage to ensure that gender issues are not simply dealt with as an add-on afterthought. One country where this was done effectively is the United Republic of Tanzania, where gender employment policies were incorporated, and close collaboration with UNIFEM was established from the start.
- More advocacy and training on the objectives and strategies of DWCPs is required for government officials, in particular those working in institutions other than the Ministry of Labour but whose active involvement is essential to ensure the success of the DWCP.
- Improved data collection on labour market indicators and decent work deficits as well as on progress towards achieving decent work is required for targeting and implementation.
- The initial experience with the internal quality assurance mechanism has shown that it can make a significant contribution to improving the design of DWCPs and thus facilitate monitoring and evaluation.

B. Americas**Introduction**

22. DWCPs have been systematically formulated in most of the countries in the region since 2006. In Brazil, a national Decent Work Agenda was adopted in May 2006 and provided the basis for the preparation of the decent work programme. In Argentina, a Memorandum of Understanding led to the preparation of the 2005–07 decent work programme, which is in its final stages of implementation.
23. During the Tripartite Forum on Employment, held in Tegucigalpa in June 2005, the priorities for DWCPs were identified for Central America, Panama and the Dominican Republic. In 2007, DWCPs were drafted for seven Central American countries and are

currently being discussed with governments, workers' and employers' organizations at national tripartite meetings for finalization.

24. In Chile, Paraguay and Uruguay, agreements signed with governments will form the basis for the preparation of DWCPs and consultations with workers' and employers' organizations are being undertaken.
25. In the English-speaking Caribbean countries, a declaration and an action plan were elaborated for the preparation of a Caribbean Decent Work Agenda at a tripartite subregional workshop on employment and decent work in 2006.
26. In the Andean Region, a Memorandum of Understanding, signed by the Peruvian Minister of Labour and the ILO Director-General in January 2007 will pave the way for the formulation of a decent work programme. In Bolivia, the basis for the preparation and implementation of a proposal for a DWCP was set mainly through the "Support to decent work" Netherlands-funded technical cooperation project. In Ecuador, a proposal for a DWCP is under consultation among constituents. In Colombia a proposal for a DWCP is being prepared and reviewed following a tripartite agreement signed in Geneva in June 2006.

Links to UN Country Programmes (especially "One UN" pilot countries) or UNDAF

27. The ILO has participated or is participating in UNDAF preparation exercises integrating ILO priorities in all the countries in the region with the exception of Haiti and Cuba. In Brazil and Mexico, the issue of decent work is specifically included as one of the UNDAF objectives. In the Central American countries, Panama, and the Dominican Republic, issues such as governance and institutional capacity building have been prioritized and linked with expected results on overcoming poverty, sustainable growth, productive investment and employment, and improvement in income distribution. In the case of Chile and Uruguay, decent work has been mainstreamed in their respective UNDAFs.
28. The progress in integration with the United Nations system has been possible, mainly due to the strategic partnership between the ILO and UNDP, and linking of the human development agenda with that of decent work. This led to joint planning in seven countries of the region: Brazil, Chile, Costa Rica, Honduras, Peru, Trinidad and Tobago, and Uruguay.
29. Uruguay, which is a pilot country for the implementation of the "One UN", is preparing a decent work mainstreamed technical cooperation programme and has already called upon UNDP, ILO, ECLAC, WHO/PAHO, WFP, UNFPA, UNICEF, FIDA, IDB, UNAIDS, and government agencies for its implementation.

Participation of employers' and workers' organizations in the development and/or implementation of DWCPs

30. The first DWCP in the region (Argentina, 2005–07) started with a memorandum signed between the ILO's Director-General and the Ministry of Labour. The DWCP was also signed by the CGT (Argentina's trade union) and by the UIA (employers' organization). The priorities in the DWCPs for Central America, Panama and the Dominican Republic are based on the conclusions reached at the Subregional Tripartite Employment Forum held in Tegucigalpa in June 2005 and on the tripartite consultations where proposals for individual Country Programmes were prepared. In Uruguay, a workplan was developed with employers' organizations and caters to their specific needs. In Paraguay and Chile,

workers' and employers' organizations are being consulted on programmes that have already been formulated with the respective governments. Consultations are being held with the constituents in the other countries in the region where DWCPs are under preparation.

Main substantive priorities identified in DWCPs

31. The priorities are the following:

- elaboration of employment programmes which take into account the promotion of fundamental rights, the extension of social protection and safety and health at work, and the inclusion of the poorest segments of the populations in the development of the countries;
- governance, especially the strengthening of public institutions and of the workers' and employers' organizations for promotion of social dialogue;
- youth employment;
- eradication of child labour;
- elimination of forced labour and all forms of employment discrimination, particularly for indigenous populations and migrant workers;
- tripartite preparation of National Employment and Decent Work Programmes (Central American countries);
- equality of gender and race (Brazil); and
- harmonization of labour legislation at the subregional level (Caribbean countries).

Funding mechanisms and local resource mobilization: Levels and gaps

32. Resources for the implementation of DWCPs have come from the ILO's regular budget, extra-budgetary resources and the host countries themselves.

Concrete results and outcomes obtained or realistically envisaged through DWCPs

33. The Decent Work Programme in Argentina (2005–07) is in its final stage of implementation. An outstanding outcome of the programme has been the political reform undertaken by the Government. This has enabled work in the social and economic fields which has had a positive impact in the reduction of the decent work deficit in the country. Technical assistance to the Ministry of Labour has reinforced the role of the State as a guarantor of fundamental labour rights.

34. Another result has emerged through the consultation process in the preparation of DWCPs. The constituents have recognized the need for and are categorically expressing their interest in the strengthening of their skills to face the challenge in generating decent work in their countries.

Lessons learned and steps taken or to be taken for the way ahead

35. One can highlight the following:

- Participation of constituents in the planning, implementation and evaluation of DWCPs is essential to ensure that ILO technical assistance will be pertinent and contribute efficiently to public policies and institutional capacity building. The contribution from workers' and employers' organizations has been of utmost importance for the definition of the DWCP priorities.
- The preparation of DWCP permits constituents to prioritize the requests for technical assistance that will lead to concrete results. This facilitates the ILO's programming process and ensures more solid cooperation towards achievement of results in the medium term.
- Dialogue and agreement on issues of common interest also reduce the request for ad hoc assistance on a wide spectrum of areas and one can take a programme approach covering major issues.
- Further discussions with constituents are necessary to establish indicators that could measure the decent work deficit; and to determine targets and indicators for the DWCPs themselves. In addition, qualitative indicators that allow the assessment of the overall impact of ILO action need to be designed.

C. Arab States

36. The priority of the Regional Office for Arab States (ROAS) in 2007 has been the development of new DWCPs as coherent and strategic cooperation frameworks throughout the region. In addition to the signed Jordan DWCP,⁴ four countries – Oman, Syrian Arab Republic, Yemen and Bahrain – are finalizing DWCPs for endorsement by the end of 2007.

Links to UN Country Programmes or UNDAF

37. DWCPs have been well received throughout the region by UN country teams as frameworks that anchor ILO technical support within the UNDAF process and integrate DWCPs into national development agendas. In Jordan, Syrian Arab Republic and Lebanon collaboration has been initiated with UNDP for collaborative work on youth employment issues, promotion of entrepreneurship development, public-private partnerships, gender mainstreaming and local economic development. The outcomes and outputs of the DWCPs of the Syrian Arab Republic, Jordan and Yemen will be integrated in the UNDAF annual review, with explicit linkages to UNDAF outcomes/outcomes articulated in the respective DWCP monitoring plans. In Lebanon, the ILO is co-chairing the steering committee that is finalizing the updated Common Country Assessment (CCA). Innovative funding (e.g. multi-donor trust funds) and programming (e.g. MDG Spanish Fund) instruments are providing additional welcome opportunities for UN system synergies. Collaboration with UNOPS and UNESCO for Iraq is an example of the first outcome/output; the successful

⁴ As agreed in its Memorandum of Understanding for the Decent Work Programme with the ILO, Jordan has accepted Annex I (on the ILO) of the 1947 Convention on the Privileges and Immunities of the Specialized Agencies.

Palestinian gender empowerment proposal with UNDP, UNIFEM and others reflects the MDG Spanish Fund collaboration.

Participation of employers' and workers' organizations in the development and/or implementation of DWCPs

38. The social partners are involved in the DWCP formulation and programming missions from inception through an iterative process that seeks confirmation of priorities, methodology and targeted outcomes. The Regional Office for the Arab States is advocating the establishment of national tripartite committees as key consultative and policy advisory bodies that are responsible for tracking labour issues and the monitoring of DWCP implementation. Specific policy advisory units are being established in selected ministries of labour (e.g. Jordan, Syrian Arab Republic and Yemen) as an integrated capacity-building element of the DWCP and to sustain outreach to workers and employers during the implementation and monitoring phases. The target is to provide policy guidance to constituents, ensuring coordination and policy coherence in line with agreed DWCP principles and priorities. The participatory approach and capacity building of the constituents in results-based management will be further expanded through a series of training initiatives to be undertaken in collaboration with Turin and regional training centres.

Main substantive priorities identified in DWCPs

39. The following priorities emerge from DWCP analysis across the region:

- tackling unemployment through the development of employment policies integrating women and youth, the informal economy and application of effective labour market information tools;
- entrepreneurship development for economic re-vitalization and job creation;
- improving institutional capacity for labour administration and to ensure employers' compliance with international labour standards particularly regarding migrant workers;
- creating a more conducive environment for social dialogue; and
- improving social security systems and institutional capacity for the protection of the most vulnerable workers.

Funding mechanisms and local resource mobilization: Levels and gaps

40. The DWCP implementation plans highlight financial envelopes required by output and the funding gaps in each of the identified thematic areas. This overview of resources constitutes a resource mobilization plan for the DWCP partnership. The financing of the initial components of the DWCPs is ensured through RBTC and extra-budgetary resources. Collaborative cost-sharing opportunities with UN system partners are systematically explored. Direct contributions from government counterparts are systematically sought. Each DWCP document will be accompanied by a communications and outreach strategy to be jointly implemented with national constituents.

Concrete results and outcomes obtained or realistically envisaged through DWCPs

41. Some of the key achievements of the Jordan DWCP include the establishment of a national tripartite committee (launched in May 2007), which should pave the way for the establishment of an economic and social council as a key policy advisory body on labour issues. Other outcomes include the introduction of maternity protection legislation (a first in the Arab region) and the ongoing employment policy formulation process that has been given great visibility by the Government and should lead to a formal policy articulation and launch before the end of 2007.
42. More generally in the region, several commitments have been elaborated in the context of DWCP formulation: the creation of enhanced ministry units/departments (e.g. women's affairs, migration, labour inspection); internal reorganization of ministry structures for effective liaison and outreach; consolidation of policy advisory units within ministries to support DWCP implementation; agreements for tripartite assessment of social security mechanisms and laws in anticipation of labour law reforms.

Lessons learned and steps taken or to be taken for the way ahead

43. Experience to date shows the following:
 - The Jordanian experience highlighted the need for the involvement of other partners in the conception phase beyond the social partners, to secure the sustainability of DWCP interventions. Key among these is the UN system, a critical base for support and advocacy. On the national front, the relevant line ministries, e.g. the Prime Minister's office, finance, social affairs, justice, should share the ownership of the targeted national development outcomes. The international community of donors and NGOs often provide important complementarities.
 - The case of Oman illustrated how firm political commitment from the highest echelon of decision-making can utilize its DWCP as a tool to promote tripartism and social dialogue. It also shows the importance of progressive pilots that can be linked at the subregional level in a coordinated approach on labour migration and related rights issues throughout the Gulf region. This will be reflected in the new joint plan of action between the ILO and the Executive Bureau of Labour and Social Affairs' Ministries of the Gulf Cooperation Council (GCC) 2008–09.
 - The DWCP process can, as was the case in the Syrian Arab Republic, be instrumental in supporting the national partners' efforts to mainstream the Decent Work Agenda into ongoing economic reform initiatives in order to safeguard socio-economic gains, while considering the development of employment policies. The creation of institutional mechanisms ensuring participation of social partners in the economic reform debate during this transitional period has been recognized as a critical requirement.
 - ILO capacity to deliver must be broadened at the regional level through innovative partnership agreements with think tanks and research/training institutes.

Other issues: Post-conflict realities

44. The regional office maintains a constant dialogue with other countries as part of the preparatory process to define priorities for cooperation. In crisis affected countries such as

Iraq, Lebanon and the occupied Palestinian territories, the elaboration of full-fledged DWCPs is dependent on the stability of the political situation. The main conclusion of ILO work is the need to utilize the space created by events for a combination of pilot field work and the capacity development needs of constituents until the policy environment normalizes. In Lebanon, the ongoing recovery programme targets areas in the south, focuses on income-generating and livelihood activities and will constitute the foundations for a future DWCP. As regards the Palestinian programme, a technical mission was fielded in August 2007 with the mandate to revitalize technical cooperation in line with emerging needs. The ILO Iraq programme supports the twin pillars of local area development and sectoral skills pending the ability to replicate in-country and restore direct operational support to national institutions.

D. Asia and the Pacific

The Asian Decent Work Decade (ADWD)

45. The 14th Asian Regional Meeting (Busan, 2006) was a significant milestone reaffirming the commitment of the constituents to decent work, an Asian Decent Work Decade (2006–15) and DWCPs. The first batch of six DWCP documents (Indonesia, Pakistan, Sri Lanka, Viet Nam, Mongolia and China) has been reviewed under the ILO's quality assurance framework (QAF) mechanism. Indonesia's DWCP document was approved in July 2007; others were to be finalized by September 2007. The second batch comprising 14 DWCP documents (Bangladesh, Cambodia, India, Lao People's Democratic Republic, Malaysia, Philippines, Nepal, six South Pacific countries and Thailand) has been fast-tracked for completion by December 2007/early 2008.

Links to national development frameworks, UN Country Programmes or UNDAF with emphasis on "One UN" pilot countries

46. Country commitments to decent work and productive employment were revealed in national development plans (Bangladesh, China, India, Indonesia and South Pacific countries) and in national plans of action for decent work (Fiji, Islamic Republic of Iran, New Zealand, Philippines and Sri Lanka). Alignment with UNDAF is a common practice. The DWCP outcomes for India, for instance, are part of the UNDAF outcomes for 2008–12.
47. The ILO has played a leading role in some areas of UNDAF priorities, such as youth employment (in Indonesia), skills development and employability (in Pakistan), labour migration management (in Mekong countries) and HIV/AIDS workplace programmes (in South Pacific countries).
48. DWCP strategies were revisited to align with UNDAF outcomes and the "One UN" programmes in Viet Nam and Pakistan – two "One UN" pilot countries. In Viet Nam, the ILO has engaged in UN joint programmes in areas such as youth employment, social policy, gender and HIV/AIDS. The issues of ethnic minorities and poverty reduction, and local economic development are being pursued.
49. In Pakistan, skills and employability is the key entry point for change and partnership. The ILO and UNDP have a joint commitment to strengthen collaboration on skills development – a key component of Pakistan national employment and HRD strategies. A national skills forum with ILO support is planned for October 2007 to share international experiences and best practices.

Participation of employers' and workers' organizations in the development and/or implementation of DWCPs

50. The constituents are involved in the drafting process including the review and endorsement of the DWCP documents. Supporting the tripartite constituents to create alliances with strategic partners is being pursued. Capacity building of social partners to engage themselves actively in the formulation of socio-economic and governance policies and the UN reform agenda was an outcome in 11 countries. Training programmes to strengthen the capacity of the constituents to engage in DWCPs and the UN reform have started.

Main substantive priorities identified in DWCPs

51. The majority of the DWCP outcomes cover the following priorities:

- fundamental rights, particularly child labour;
- skills and employability;
- labour market governance;
- policies and strategies to extend social protection including to the informal economy;
- employment policies and strategies particularly for youth employment;
- decent work through local development; and
- labour migration management.

Funding mechanisms and local resource mobilization: Levels and gaps

52. The ratio of regular budget to extra-budgetary resources is 1:4; sustainable and predictable donor funding is thus essential for implementing DWCPs. Over 65 per cent of existing extra-budgetary resources are for the employment sector, particularly for skills development and youth employment, and almost 20 per cent are for the elimination of child labour. The introduction of the Regular Budget Supplementary Account (RBSA) is welcomed to bridge the resource gap.
53. For aid effectiveness, donors have decentralized resources to local embassies and support UN reform through the Resident Coordinator's Offices. The ILO Offices in Bangladesh, Indonesia and Pakistan have locally mobilized resources for large technical cooperation projects to support their DWCPs.
54. The ILO also participated in the UNDP/Spain Millennium Development Goals Achievement Fund (MDG Fund) in all eligible countries in the region and mainstreamed productive employment and decent work into the joint programmes.

Concrete results and outcomes obtained or realistically envisaged through DWCPs

55. Several of the major results include:
- changed perception of policy-makers on linkages between improved working conditions and productivity;

- decent work values mainstreamed in the Rural Road Development Plan of India (Vision 2025) recently released by the Prime Minister;
- tripartite constituents of 11 countries committed to proactive cooperation to manage labour migration;
- ratified Conventions; seven core Conventions ratified by Vanuatu in 2006; the Forced Labour Convention, 1930 (No. 29), by Viet Nam; the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), by China; and the Worst Forms of Child Labour Convention, 1999 (No. 182), by Australia. In 2006, Cambodia and Pakistan joined six other countries in the region that had ratified all the ILO fundamental Conventions. The Seafarers' Identity Documents Convention (Revised), 2003 (No. 185), the Occupational Safety and Health Convention, 1981 (No. 155), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), were also ratified by a number of countries;
- drafted labour legislation in the South Pacific and effective implementation of legislation for employment of people with disabilities in China, Mongolia and Thailand;
- Employment-Intensive Investment Programme (EIIP) principles/approaches integrated into the World Bank and Asian Development Bank investment and capacity-building programmes in Nepal, and widely used in disaster-affected communities of Indonesia, Nepal, Pakistan, Sri Lanka and Timor-Leste;
- projections of the labour market scenarios of the ADWD in Asia-Pacific and ASEAN countries;
- developed an ADWD resource kit on ILO institutional knowledge in five priority areas.

Lessons learned and steps taken or to be taken for the way ahead

56. The following observations may be highlighted:

- Information and knowledge sharing on tools, products and good practices to support the achievement of DWCPs are the key strategy of regional and subregional outcomes.
- Constituent involvement in the DWCP process varies depending on their interest and commitment.
- Improved constituent perception and ownership towards the desired country outcomes, including baselines and methodology to measure/verify the progress/achievements, are crucial for success.
- Too many and too modest outcomes should be avoided.
- Constituents' capacity to influence national macroeconomic policies and priorities of the UN system and the donor community remains a challenge.
- Several countries have shown output progress, but could not achieve results in 2006–07 due to external factors such as natural disasters, political upheavals and conflicts.

- Insufficient extra-budgetary resources and skills to manage the change process also explain slow progress towards desired results.

57. Implementation of the programme will continue to be monitored and evaluated. A DWCP reporting/monitoring tool has been introduced to country offices for assessing progress and milestones of their DWCPs. Biennial Country Programme reviews will be undertaken in Nepal (September 2007), Cambodia (November 2007) and South Pacific countries (October 2007). Findings/recommendations will help improve the DWCP operation and management.

E. Europe

Introduction

58. In the Europe and Central Asia region, the focus of ILO technical cooperation with the national constituents following European Union enlargement in May 2004 has concentrated on the countries of South-East Europe, Eastern Europe, Caucasus and Central Asia. DWCPs have become a major framework for technical cooperation at the country level. Nine DWCPs have so far been concluded for Albania, Armenia, Bosnia and Herzegovina, Bulgaria, Kazakhstan, Kyrgyzstan, Republic of Moldova, Romania and Tajikistan and are currently at the implementation phase. Towards the end of this year, programmes for Albania, Bosnia and Herzegovina, Republic of Moldova and Ukraine will be reviewed and adapted to reflect new needs and challenges foreseen in the next biennium. Since in January 2007, Bulgaria and Romania became members of the European Union, the extension of their DWCPs is not foreseen. However, the ILO will continue to provide assistance to both countries in strengthening social dialogue and on other issues upon their request. Simultaneously, field offices are working together with the national tripartite constituency on six new DWCPs for Georgia, The former Yugoslav Republic of Macedonia, Montenegro, Serbia, Turkey and Uzbekistan. The Russian Federation has decided to adhere to a traditional programme of cooperation for 2006–09 signed in June 2006, with decent work as the central goal of activities at the national level, but the programme envisages the elaboration of decent work programmes for one or more Russian regions.

Links to national development frameworks, UN Country Programmes or UNDAF with emphasis on “One UN” pilot countries

59. At the time DWCPs were negotiated and drafted, UN Country Programmes (mainly UNDAFs) for all the ILO focus countries had already been prepared, in many cases without properly addressing labour market and social issues. Therefore, DWCPs were drafted in support of relevant national development programmes and to complement and strengthen, to the extent possible, the UNDAFs in the fields of ILO concern. UNDAF mid-term reviews currently being undertaken provide a good opportunity for appropriate adjustments of both UNDAFs and DWCPs to strengthen their complementarity in order to “deliver as one”. The “One UN” pilot country in Europe is Albania where a “One UN” programme is currently under preparation, with strong involvement by SRO Budapest and the ILO national coordinator to ensure that it reflects priorities and outcomes of the DWCP. A comprehensive joint ILO-UNDP programme has also been developed in two pilot countries – in Kyrgyzstan on the basis of the DWCP and the UNDAF, while in Turkey, the Ministry of Labour and Social Security, after consultations with the social partners, has determined national priorities of the DWCP to be closely linked with outcomes of UNDAF.

Participation of employers' and workers' organizations in the development and/or implementation of DWCPs

60. The tripartite constituents have cooperated with the relevant ILO field offices in preparation of the DWCP and are similarly involved in their implementation, both as collaborators and reviewers of activities undertaken and as their direct beneficiaries through capacity building, policy advice and technical assistance. ILO national coordinators have an indispensable role in coordinating the preparation and implementation of DWCPs in their respective countries.

Main substantive priorities identified in DWCPs

61. The following are the substantive priorities:

- employment promotion, in particular for youth;
- strengthening of social partnership and dialogue;
- capacity building of social partners;
- improvement of social protection policies and modernization of national OSH systems;
- promotion of fundamental principles and rights at work and their reflection in national legislation and improved law enforcement;
- protection of migrant workers;
- eradication of child labour;
- HIV/AIDS policy in the workplace;
- reduction of decent work deficits in the informal sector; and
- gender equality as a cross-cutting issue.

Funding mechanisms and local resource mobilization: Levels and gaps

62. Europe is firmly committed to delivering the programme and achieving the desired impacts; it has already allocated more than 56 per cent of its total regular budget resources to Country Programmes. The region is working closely with headquarters technical departments to encourage their contribution in terms of human and financial resources. Nevertheless, in the delivery of DWCPs, the region cannot manage without extra-budgetary funds. The topics that attract the highest attention from donors are migration and trafficking, followed by child labour, youth employment and social dialogue. Additional funds are needed for issues such as strengthening bipartite and tripartite dialogue and capacity building of social partners at all levels, developing knowledge of relevant governmental institutions and social partners to properly design, monitor and evaluate national employment and labour market policies and reform social security systems, promotion of international labour standards and improvement of national labour legislation, etc. DWCPs are used for resource mobilization both at centralized and country level but local resource mobilization requires substantial inputs of time on the part of SRO directors and their teams.

Concrete results and outcomes obtained or realistically envisaged through DWCPs

63. Important concrete results of ILO work within DWCPs include the adoption of the national employment strategy for the period 2007–20 by the Government of the Republic of Moldova; strengthening of national policies promoting youth employment in Azerbaijan, Kyrgyzstan and the Republic of Moldova with commitment of all the three parties; improved capacity of employment services and social partners to deliver skills training to youth, unemployed and other marginalized groups using a modular training approach in several countries; a significant increase in the registration of ex-informal workers achieved through ILO social dialogue projects; ratification of the Migration for Employment Convention (Revised), 1949 (No. 97) and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143) and elaboration of a national migration policy by Tajikistan; securing new forms of livelihood for many families of migrant workers through the ILO “honey” project in Tajikistan; establishment and strengthening of new governmental agencies and strategies to eliminate the worst forms of child labour and protect children and young workers in three countries of Central Asia; a significant decline of child labour in Turkey to which ILO/IPEC projects substantially contributed; adoption of the law on a national tripartite commission for collective bargaining in the Republic of Moldova in 2006, and adoption of the law on social dialogue in Ukraine in 2007; strengthening of the national OSH system in Kazakhstan, and implementation of important OSH measures by trade unions and employers’ organizations in Albania, Bosnia and Herzegovina and the Republic of Moldova; preparation of the new pension reform in Bosnia and Herzegovina; and setting up of a Productivity and Competitiveness Centre in Azerbaijan.

Lessons learned and steps taken or to be taken for the way ahead

64. The following observations may be noted:

- A participatory approach with constituents increases trust in the ILO as well as their sense of ownership; their signing of DWCPs strengthens their commitment.
- DWCPs have also begun to shift the focus of ILO constituents from projects to the achievement of longer term goals and from reliance on ILO assistance to the joint responsibility for planning, implementation and delivery. In this context, for the constituents, further capacity building on results-based management (RBM) is very important.
- The DWCP formulation process has also been a very positive learning experience on RBM for ILO staff.
- Changes in national governments are very common in the region; donor priorities also change. There needs to be adequate flexibility in DWCPs and their accompanying workplans to accommodate such developments.
- Fund-raising needs to be strengthened in order to secure adequate funding for the whole DWCP cycle, including the proper evaluation of DWCP outcomes.
- Given that the expectations in terms of outcomes of programmes may not be the same for different ILO partners as well as for the constituents, one has to make sure that the evaluation process is objective and covers the ground comprehensively.

- Advocacy for decent work has to continue. Recognition of ILO expertise in addressing decent work deficits has to be further promoted and disseminated at country level so that important international organizations such as the EC, UNDP and the World Bank would be interested in seeking partnerships with the ILO.

65. *The Committee on Technical Cooperation may wish to invite the Governing Body to call upon the Office to take into account the comments and observations made by the Committee during its current session, and to provide to its future sessions on a regular basis status reports highlighting formulation, content and implementation of DWCPs.*

Geneva, 18 October 2007.

Point for decision: Paragraph 65.

Statistical annexes

I. Status of DWCPs in African countries

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Algeria		✓		Consultations ongoing
Angola	✓			Consultations ongoing
Benin				Consultations ongoing
Botswana				Consultations ongoing
Burkina Faso		✓		
Burundi			✓	
Cameroon		✓		
Cape Verde				Consultations ongoing
Central African Republic				Consultations ongoing
Chad				Consultations ongoing
Comoros				Consultations ongoing
Congo				Consultations ongoing
Côte d'Ivoire		✓		
Democratic Republic of the Congo				Consultations ongoing
Djibouti				
Egypt				Consultations ongoing
Equatorial Guinea				
Eritrea				
Ethiopia			✓	
Gabon	✓			Consultations ongoing

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Gambia				
Ghana			✓	
Guinea				
Guinea-Bissau				
Kenya			✓	
Lesotho			✓	
Liberia	✓			
Libyan Arab Jamahiriya				
Madagascar		✓		
Malawi	✓			Consultations ongoing
Mali			✓	
Mauritania		✓		
Mauritius				Consultations ongoing
Morocco		✓		
Mozambique				Consultations ongoing
Namibia				Consultations ongoing
Niger				Consultations ongoing
Nigeria			✓	
Rwanda				Consultations ongoing
Sao Tome and Principe	✓			Consultations ongoing
Senegal		✓		
Seychelles				
Sierra Leone				
Somalia				

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
South Africa				Consultations ongoing
Sudan				
Swaziland				Consultations ongoing
Togo				Consultations ongoing
Tunisia				Consultations ongoing
Uganda			✓	
United Republic of Tanzania			✓	
Zambia			✓	
Zimbabwe			✓	

II. Status of DWCPs in the Americas

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Argentina	Memorandum	✓	DWCP final version signed in 2005	DWCP is in the process of an independent evaluation.
Bolivia	The project "Bolivia: Programa de Apoyo al Trabajo Decente (PATD)" Support to Decent Work Programme sets the foundations for DWCP elaboration and implementation in Bolivia.	✓		There is no definite expected date for the finalization of a DWCP at a national level.
Brazil	Memorandum	✓		There is no definite expected date for the finalization of the DWCP at a national level. The DWCP for the State of Bahia is expected to be finished by the end of 2007.
Chile	Memorandum	Under preparation	By the end of 2007	It is expected to keep this DWCP during the present administration, that is until 2010.
Costa Rica	Tripartite agreement	✓	Final document to be validated during a national tripartite workshop to be held in October/November 2007 and a tripartite agreement will be signed.	The DWCP tripartite consultation process has been postponed until a national referendum on CAFTA Dominican Republic – Central America Free Trade Agreement – is held in October 2007.
Cuba	A study on "Employment and Decent Work" has been prepared jointly with the Ministry of Labour. It is now under its final revision. The study will become the main input to determine the priority areas and the expected results of a DWCP in Cuba.			
Ecuador		✓		The basis for a DWCP has been set with the new administration.

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
El Salvador		✓	Final document validated in a national tripartite workshop to be held in November 2007 and a tripartite agreement will be signed.	There are good perspectives for a tripartite agreement to adopt a DWCP.
Guatemala		✓	Final document validated in a national tripartite workshop to be held before March 2008 and a tripartite agreement will be signed.	The DWCP tripartite consultation process has been postponed until presidential elections in October 2007.
Honduras	Tripartite agreement	✓	The document has been finalized, validated and adopted in a tripartite workshop held in August 2007.	
Mexico			The Office has reviewed with the new administration, employers' and workers' organizations, the priorities of a national decent work on four priority areas which still need consensus to advance in the process of elaboration of the first draft of a document to hold broader consultation.	
Nicaragua		✓	The final document will be discussed and validated in a national tripartite workshop to be held possibly by November 2007 and a tripartite agreement will be signed.	There is a good possibility for an agreement and the tripartite adoption of the DWCP.
Panama		✓	The final document will be discussed and validated in a national tripartite workshop to be held possibly by October 2007 and a tripartite agreement will be signed.	There is a good possibility for an agreement and the tripartite adoption of the DWCP.
Paraguay	Memorandum	Under elaboration	By the end of 2007	

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Peru	Memorandum	Preparation of a DWCP proposal is under discussion		
Dominican Republic	Tripartite agreement	✓	The document has been finalized and validated in a national tripartite workshop held in August 2007.	
Uruguay	Tripartite agreement	✓	Expected by the end of 2007	

III. Status of DWCPs in the Arab States region

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Jordan				
Oman		✓		Expected date of finalization: August 2007
Syrian Arab Republic		✓		Expected date of finalization: September 2007
Yemen	✓			Expected date of finalization: November 2007
Bahrain				Expected date of finalization: December 2007
West Bank and Gaza				Technical cooperation mission in August 2007 to revitalize ILO technical cooperation
Qatar				Expected date of finalization: first quarter 2008
Kuwait				Expected date of finalization: first quarter 2008
Lebanon				Drafting and finalization will depend on political situation
Iraq				Depending on country situation
Saudi Arabia				To be discussed with Government
United Arab Emirates				To be discussed with Government

IV. Status of DWCPs in Asia and the Pacific

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Afghanistan				Drafting will be initiated next biennium.
Australia				
Bangladesh		✓		Draft is being appraised by the regional support group for completion in November 2007.
Brunei Darussalam				Pending the establishment of representative employers' and workers' organizations.
Cambodia	✓			Draft will be finalized in first quarter 2008 after the biennial Country Programme review in November 2007.
China		✓		Draft DWCP prepared based on the Memorandum of Understanding between the ILO and the Ministry of Labour and Social Security. The draft has been appraised by the regional support group for finalization in November 2007.
Fiji	✓			Draft will be finalized in first quarter 2008 after the biennial Country Programme review in September/October 2007.
India		✓		Draft is expected to be appraised by mid-August.
Indonesia			✓	The Regional Director approved the final draft on 5 July 2007.
Iran, the Islamic Republic of	✓			Drafting of DWCP is pending.
Japan	✓			
Kiribati	✓			Draft will be finalized in first quarter 2008 after the Biennial Country Programme Review in September/October 2007.

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Korea, Republic of				Consultation on DWCP has not been initiated.
Lao People's Democratic Republic	✓			Internal review of the concept paper is being conducted. Finalization is expected in December 2007.
Malaysia				Consultation with the tripartite constituents will be initiated in October 2007. Finalization is expected in first quarter 2008.
Marshall Islands				Draft will be finalized in first quarter 2008 after the biennial Country Programme review in September/October 2007.
Mongolia			✓	The document has been appraised by the regional support group.
Myanmar				Consultation on DWCP has not been initiated.
Nepal	✓			Draft will be finalized in first quarter after the biennial Country Programme review in September 2007.
New Zealand				
Pakistan			✓	The document has been appraised by the regional support group. The revised document will be finalized in September/October 2007.
Papua New Guinea	✓			Draft will be finalized in first quarter 2008 after the biennial Country Programme review in September/October 2007.
Philippines	✓			Background study is initiated.
Samoa				Draft will be finalized after the biennial Country Programme review in September/October 2007.

Country	DWCP concept paper	Draft DWCP document	DWCP final document (or last version)	Observations
Singapore				Consultation on DWCP has not been initiated.
Solomon Islands	✓			A subregional DWCP for all South Pacific member countries is proposed and consultation with constituents has been initiated.
Sri Lanka		✓		Draft DWCP has been appraised by the regional support group.
Thailand				Tripartite consultation will be initiated after the general election in December 2007.
Timor-Leste				Drafting will be initiated next biennium.
Vanuatu	✓			A subregional DWCP for all South Pacific member countries is proposed. Draft will be finalized after the biennial Country Programme review in September/October 2007.
Viet Nam		✓		The decent work country framework document has been appraised by the regional support group and the comments will be used to draft the DWCP document.

V. Status of DWCPs in Europe

Country	DWCP concept paper	Draft DWCP document	DWCP final document	Observations
Albania			Signed on 29.9.2006	
Armenia			Signed on 26.3.2007	
Azerbaijan			Signed on 15.11.2006	
Bosnia and Herzegovina			Done	Adopted through exchange of letters in July 2007
Bulgaria			Done	Adopted through exchange of letters in January 2007
Georgia	Under preparation			
Kazakhstan			Signed on 22.11.2006	
Kyrgyzstan			Signed on 24.11.2006	
Macedonia, The former Yugoslav Republic of	Under preparation			
Moldova, the Republic of			Signed on 6.6.2006	
Montenegro	Under preparation			
Romania			Signed on 7.6.2006	
Serbia	Under preparation			
Tajikistan			Signed on 14.6.2007	
Turkey	Under preparation			
Ukraine			Signed on 3.3.2006	
Uzbekistan		Under preparation		