

**FOR INFORMATION**

TWELFTH ITEM ON THE AGENDA

**Results-based strategies 2010–15:
Overview**

1. The strategy for continued improvement of results-based management in the ILO endorsed by the Governing Body in November 2006,¹ established milestones for management strategies. By the end of 2009, all management strategies were to be revised to use a common approach and terminology, have an explicit results framework, and clearly identify the links between them. The overall results framework is described in the Strategic Policy Framework 2010–15 and the Programme and Budget for 2010–11.² Revised strategies are submitted to this session of the Governing Body on Human Resources,³ Information Technology,⁴ Knowledge⁵ and Technical Cooperation.⁶ A revised Evaluation Strategy will be submitted after completion of the Independent External Evaluation of the ILO's Evaluation Function scheduled to take place in 2010.
2. Most of these management strategies have important antecedents and they all respond to requests from the Governing Body and its committees. This is the third Human Resources Strategy, the fifth Information Technology Strategy and the second Knowledge Strategy. While the Technical Cooperation Strategy was not specifically formulated as a strategy document in the past, there are numerous previous strategic discussions, including regular items on the agenda of the International Labour Conference. There is also an existing Evaluation Strategy.
3. The present paper discusses common elements that apply to all the management strategies, with emphasis on their purpose, structure and preparation; the context in which they will be implemented; and the linkages among them.

¹ GB.297/PFA/1/1. See also GB.300/PFA/9/1.

² GB.304/PFA/2(Rev.); and ILO: *Programme and Budget for the biennium 2010–11*, Geneva, 2009.

³ GB.306/PFA/12/2.

⁴ GB.306/PFA/ICTS/1.

⁵ GB.306/PFA/12/3.

⁶ GB.306/TC/1.

Purpose and structure

4. The strategies are management tools directed at implementing the results framework established in the Strategic Policy Framework 2010–15. They describe in concrete terms the steps necessary to achieve the results. They give a clear picture of the progress to be achieved over time, in particular the milestones that should be reached during each biennium of the six-year planning period.
5. At present there is no results framework for the programme and budget chapter on strengthening technical capacities which covers the knowledge base, building the capacity of constituents, partnerships and communication, and operational capacity. The outcomes, indicators and targets identified in the strategies address this shortcoming.
6. All management strategies have a common structure. A short introductory section setting the context for each strategy followed by a results framework covering a limited number of outcomes. Each outcome has a statement, a strategy and a section on measurement.
7. Outcome statements identify the priority results to be achieved in simple, direct language. The strategies include a brief explanation of the expected results, the main outputs and activities to achieve the outcome, interlinkages with other management strategies and preliminary identification of risks and assumptions. These will be further improved in the coming years in the context of Office-wide risk management policy.
8. Outcome strategies also include resource implications. They indicate what can and cannot be achieved given the resources available under the Programme and Budget for 2010–11 and, assuming the same resource levels, for the full six-year planning period. Where appropriate, they indicate what could be strengthened or accelerated with additional resources. These estimates will be further refined and improved when preparing the Programme and Budget for 2012–13.
9. The measurement sections provide indicators, baselines and targets for the planning period as well as milestones for each of the three biennia covered.
10. Each strategy identifies the main contribution it can make to the other strategies as well as the contributions needed from them. These linkages among strategies have already been identified in a preliminary way ⁷ and are summarized in the table presented in the appendix.
11. One of the major advances in these strategies is their link to results measurement through the programme and budget and programme implementation report. Review of the strategies – both to assess progress and to allow for necessary flexibility and adaptation – can now be linked to the wider programming, budgeting and review processes.

Context

12. The ILO has a strong foundation of recent major policy documents that address its mandate, role and methods of work. They are all based on the continuing relevance of the ILO mandate as expressed in the Decent Work Agenda.
13. The ILO Declaration on Social Justice for a Fair Globalization points to the “inseparable, interrelated and mutually supportive” nature of the four strategic objectives and to “a world

⁷ GB.300/PFA/9/1.

of growing interdependence and complexity and the internationalization of production”. It requires that the Office develop a coherent, collaborative approach to ILO action built on innovation and new methods of work.

14. The Global Jobs Pact adds a sense of urgency and rapid change to this complexity. It recognizes that appropriate policy packages will vary among countries, and emphasizes the importance of the ILO’s capacity for research and economic and social data analysis.
15. The Strategic Policy Framework 2010–15 and the Programme and Budget for 2010–11 reflect this broad policy guidance, adding a rigorous approach to results measurement, delivery and efficiency.
16. Throughout these policy documents there is a strong emphasis on the fundamental role and responsibilities of constituents. The Office is called to reinforce its services in response to their needs.
17. The authority and expertise of the ILO are seen as a key part of the national and international response to the increasingly urgent need to provide decent work for all. The ILO’s assets are considerable including a committed, competent and diverse workforce; a tripartite consensus on fundamental principles; a well-recognized supervisory system for standards; a reputation for sound analysis and a balanced approach; and practical experience in delivering technical cooperation. The implementation of the field structure review adopted by the Governing Body in March 2009 will reinforce the ILO’s presence in the regions and enhance its technical capacity to respond to the needs of constituents.
18. The challenges that face the ILO are formidable. It must introduce new methods of work and collaboration, deepen and sharpen its analyses, respond rapidly to increasingly urgent needs, adapt its services to the differing situations of constituents worldwide, increase and intensify the effectiveness of its action, and do all of this with close attention to efficiency, transparency and accountability.

Monitoring and reporting arrangements

19. Ensuring that the management strategies are implemented in a coherent and collaborative manner is the responsibility of senior management. Appropriate internal monitoring and reporting arrangements linked to outcome-based workplans will be put in place to measure progress as well as to identify gaps and address risks. Reporting on overall strategy implementation and on specific biennial milestones will be included in each biennium’s implementation report submitted to the Governing Body.

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Submitted for information.

Appendix

Linkages among strategies

The matrix below summarizes information on how each strategy links to the others. Details can be found in the individual strategy papers. Information provided in each cell presents the two-way link between the two strategies.

Strategy	Links from and to		
	Information Technology	Knowledge	Technical Cooperation
Human Resources	<p>Fill gaps in IT requirements through appropriate staffing.</p> <p>Upgrade IT skills of staff through training.</p> <p>IT tools support HR functions including recruitment, training, talent management, up to date and office-wide information on existing and retired staff, performance management and business continuity in case of emergency.</p>	<p>Knowledge-sharing and teamwork as part of the core competencies framework in recruitment assessment of staff.</p> <p>Specialized training in knowledge-sharing techniques, knowledge management, teamwork, writing for the Web and content management.</p> <p>Recognition and rewards for individual staff excellence and performance in areas such as teamwork, collaboration and knowledge sharing.</p> <p>Filling knowledge gaps created through departures (preserving institutional memory).</p> <p>Improved knowledge sharing contributing to improved workforce effectiveness and efficiency.</p>	<p>Training in results-based management and integrated budgeting, donor requirements, project cycle management and resource mobilization skills in field offices.</p> <p>Review of contractual arrangements for field staff (including TC staff) as part of the harmonization of business practices in the UN common system.</p> <p>Efficient recruitment procedures and appropriate management and development system for TC staff.</p> <p>Contributions to the UN-wide HR issues in the field (examples: Working Group on Resident Coordinator System Issues and the Inter-Agency Advisory Panel for the selection and appointment of Resident Coordinators).</p>
Information Technology		<p>Promotion of IT tools (knowledge systems, groupware, email, videoconferencing, Internet telephony, Web, e-learning, and social networking, etc.) that facilitate knowledge sharing, collaboration and teamwork.</p> <p>Further enhancement and deployment of Office-wide IT applications like the Integrated Resource Information System (IRIS), Electronic Document Management System (EDMS) and Web Content Management System (WCMS).</p> <p>Strengthening of IT infrastructure and removal of technological barriers to implementation of new dissemination tools.</p> <p>Consolidation and rationalization of existing knowledge databases from different sources into compatible formats.</p>	<p>Improved alignment, implementation and monitoring of TC projects with successful enhancement of IRIS functionalities in the field.</p> <p>Better management of knowledge created in TC projects through enhancement of IT tools like EDMS and WCMS in the field.</p> <p>Improved information sharing about TC projects between donors and the Office through donor dashboard.</p>
Knowledge			<p>Integration of knowledge generation into partnership frameworks with donors.</p> <p>Inclusion of lessons learned from technical cooperation in research and knowledge-dissemination activities.</p> <p>Better documented evidence of how decent work supports national development leading to strengthened participation of the Office and constituents in UN programming processes.</p>