



## Governing Body

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The Officers of the Governing Body are still to determine whether this item is for decision or for information.

### NINTH ITEM ON THE AGENDA

## Update on the United Nations reform

#### Purpose of the document

This document reviews developments in the reform of the United Nations development system since the Governing Body's last discussion of this topic at its 335th Session (March 2019). It assesses the implementation by the Office of previous Governing Body decisions with particular attention to the status of work under the Office Plan of Action 2019–20 to maximize the opportunities of the United Nations development system reform for the ILO and tripartite constituents endorsed by the Governing Body at its 335th Session. It highlights, inter alia, steps taken to facilitate engagement of United Nations resident coordinators and United Nations Country Teams with ILO constituents at country level in the formulation and implementation of the United Nations Sustainable Development Cooperation Frameworks, in particular on the Sustainable Development Goals that are relevant to the ILO's mandate. It also reviews the steps taken to ensure the linkages between cooperation frameworks and ILO Decent Work Country Programmes. Early experiences with the new resident coordinator system are highlighted.

**Relevant strategic objective:** All.

**Main relevant outcome:** All outcomes.

**Policy implications:** Yes.

**Legal implications:** None.

**Financial implications:** None.

**Follow-up action required:** Yes.

**Author unit:** Multilateral Cooperation Department (MULTILATERALS).

**Related documents:** GB.338/INS/3/1; GB.338/POL/5; GB.335/INS/10; GB.329/POL/5; GB.329/HL/1; GB.329/INS/3/1; GB.332/HL/1; GB.332/INS/13; GB.334/INS/3/1; GB.334/PFA/1; GB.334/INS/4; GB.334/PFA/INF/3; GB.335/INS/11.

## Introduction

1. At the time of the last ILO Governing Body discussion in March 2019, implementation of the reform under the auspices of the United Nations (UN) Deputy Secretary-General<sup>1</sup> was in an early phase with several key governance frameworks and guidance documents under development and yet to be endorsed by the UN development system principals. Since then there have been considerable efforts by the UN Development Coordination Office, the Deputy Secretary-General's transition team and the UN Sustainable Development Group (UNSDG) to provide the new resident coordinator (RC) system with the technical, operational and financial resources needed to ensure a successful transition. At the May 2019 Economic and Social Council (ECOSOC) Operational Activities Segment, UN Member States were complimentary about the smooth transfer from the old to the new system, including the delinking of the RC system from the United Nations Development Programme (UNDP).<sup>2</sup>
2. At the UN General Assembly High-level Political Forum in July 2019, it was clear that many countries are not on track to reach the Sustainable Development Goals (SDGs) by 2030. Consequently, at the SDG Summit in September 2019, world leaders called for a Decade of Action to deliver the SDGs, requesting the Secretary-General to engage governments, civil society, the private sector and other stakeholders in generating solutions and accelerating action to address systemic gaps in implementation.<sup>3</sup>
3. The year 2020 is the final one for the current Quadrennial Comprehensive Policy Review (QCPR)<sup>4</sup> that ushered in the UN development system reform. In his upcoming report to the ECOSOC Operational Activities Segment in late May, the Secretary-General will provide a comprehensive analytical report on the first full year of reform implementation, which will also inform the intergovernmental negotiations for the next QCPR in the autumn. He will also present final proposals arising from the reviews of the UN development system regional assets and multi-country offices and cover how the UN development system will support the Decade of Action.
4. Part I of this document provides an update of key aspects of the reform since the last Governing Body discussion in March 2019. Part II presents some early ILO experiences with the new RC system and observations from the field; and Part III reviews the status of action items from the Plan of Action 2019–20 to maximize the opportunities of UN development system reform for the ILO and tripartite constituents endorsed by the Governing Body at its 335th Session.

<sup>1</sup> [A/RES/72/279](#) “Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system”, 31 May 2018.

<sup>2</sup> 2019 ECOSOC Operational Activities for Development Segment; [Summary by the Vice-President of ECOSOC](#), 24 July 2019.

<sup>3</sup> [A/RES/74/4](#) “Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly”, 15 October, 2019.

<sup>4</sup> The policies of the UN Economic and Social Council (ECOSOC) and the General Assembly for the UN development system are reviewed every four years in the context of the QCPR. The process allows the General Assembly to evaluate the UN's effectiveness, efficiency, coherence and impact in helping programme countries meet their sustainable development needs. The resulting General Assembly resolution guides the UN development system operational activities for development, and outlines how the system's entities should work together for the subsequent four years.

5. This update on United Nations reform has also informed the ILO Development Cooperation Strategy 2020–25<sup>5</sup> and the Follow-up to the resolution on the ILO Centenary Declaration for the Future of Work: Proposals aimed at promoting greater coherence within the multilateral system,<sup>6</sup> both for discussion at the current Governing Body session.

## **I. Latest developments – key guidance completed, reviews of UN development system regional assets and multi-country RC offices finalized**

6. During 2019, key guidance for the system was drawn up, notably the Management and Accountability Framework, the UN Sustainable Development Cooperation Framework (Cooperation Framework) guidance and the Business Operations Strategy guidance. Companion pieces to the Cooperation Framework guidance on specific topics, such as Common Country Analysis (CCA) development, UN Country Team (UNCT) configuration, economic transformation and others have also been finalized. Several other important pieces of the reform are in their final stages of development. These include in particular the second phase of the review of the UN development system regional assets and the review of the multi-country RC offices. Some questions remain about the long-term sustainability of funding for the RC system.

### **Update on the Management and Accountability Framework**

7. The UNSDG Management and Accountability Framework (MAF), which sets out the roles, responsibilities and accountabilities of RCs and UNCTs at country level, has been in use since March 2019 on a provisional basis and is currently undergoing review to update it in view of experience to date. The text includes key governance aspects of the reform – such as the dual reporting line whereby UNCT members have two interrelated sets of accountabilities: firstly, to their respective entities on individual mandates; and, secondly, to their respective RC for results as defined in the Cooperation Framework and other inter-agency agreements of the UNCT. To give effect to this, the MAF calls for the RC to make a formal contribution to an agency’s appraisal process of UNCT members as an additional reporting officer and UNCT members provide input on the RC’s performance. The Office has not yet implemented this provision. However, following the UNSDG principals’ endorsement of the updated MAF, the Office will review needed changes to the staff regulations and bring proposed changes to the Governing Body for discussion and approval.
8. Once the regional review is completed, the MAF will include two additional chapters, one on the role and accountabilities of the UN regional entities<sup>7</sup> vis-à-vis the RC system and another outlining the roles and responsibilities between the UN development system and ECOSOC. Given that the process is ongoing, the Office is not yet in a position to report on the implications of these developments for the ILO.

<sup>5</sup> GB.338/POL/5.

<sup>6</sup> GB.338/INS/3/1.

<sup>7</sup> The UN regional economic commissions, the regional UNSDG bodies and UN development system entities.

## Cooperation Framework guidance and rollout

9. The Cooperation Frameworks are a key element of the reform and represent a significant change from the UN Development Assistance Frameworks that preceded them. Most significantly, they are high-level strategic documents that have been elevated to become the single most important planning and implementation instrument for the UN development system to help countries address national needs and priorities to achieve the SDGs. UN entity-specific country programmes should be derived from the Cooperation Framework, not vice-versa. First and foremost a partnership compact between the UN and the governments of programme countries, they are developed on the basis of an independent CCA, national priorities in relation to the attainment of the SDGs and consultations with a broad range of stakeholders. It is important to note that the CCA is no longer a one-off exercise, but rather an output generated from an ongoing data and analytical function of the UNCT led by the RC office.
10. The Cooperation Framework guidance,<sup>8</sup> which was developed through a collaborative effort from across the UN development system, was issued following UNSDG principals' endorsement in June 2019 and is currently in use pending a review later in 2020. From the Office's perspective the guidance articulates well a number of themes of importance to ILO constituents. Firstly, the broadened concept of partnerships embraces all entities and individuals identified as critical to forging sustainable solutions, with an explicit reference to trade unions and employers' organizations and their engagement along with others in line with the Common Minimum Standards for Multi-Stakeholder Partnerships developed by the UNSDG. Secondly, the UN's commitment to its normative role is reflected in the clear anchoring of the Cooperation Framework in international standards and obligations and a human rights-based approach to development. Thirdly, the guidance provides for an expanded configuration of the UNCT, encompassing UN entities both physically present in the country as well as those contributing remotely. Fourthly, the SDG targets and indicators become the default monitoring framework to measure progress towards achievements, supported by an improved role for evaluation, including the recognition of evaluation capacity in individual entities. Lastly and most critically, the guidance provides space for normative agencies like the ILO to pursue mandated work that might not fall under the priorities of the Cooperation Framework. It gives the possibility for such agencies to develop entity-specific country programme documents with the Cooperation Framework outcomes copied verbatim, plus additional outcomes, included only on exceptional basis to capture normative and standard-setting activities not prioritized in the Cooperation Framework.
11. Cooperation Framework processes that were already under way in 2019 were adjusted to reflect the new guidance to the extent possible, but the 16 UNCTs starting the cycle in 2020 will be the first to fully apply the new guidance. A further 35 UNCTs will follow in 2021. The Deputy Secretary-General has requested that all UNCTs have a CCA by the end of 2020. While experience is still limited and challenges remain, ILO UNCT members have reported some positive early outcomes that provide interesting avenues for future replication. In Asia, for example, the social partners in India participated in the CCA and priority-setting consultations for the Cooperation Framework (2018–22). Their contributions sharpened the focus on informal economy workers, migrant workers, state-level social protection systems and support for decent work and entrepreneurship. In Pakistan and the Philippines, the social partners regularly participate in meetings and activities under the outcome groups that the ILO leads, which has been helpful in expanding their influence within the UNCTs.

<sup>8</sup> [United Nations Sustainable Development Cooperation Framework Guidance](#).

## **Business Operations Strategy and ILO engagement with the reform's efficiency agenda**

12. The new guidance for UNCTs to develop a common business operations strategy was launched in October 2019. All UNCTs must have such a strategy by 2021. The process will encourage UNCTs to identify efficiency savings through reducing duplication, leveraging collective purchasing power and maximizing economies of scale in six service lines – procurement, finance, information and communication technology, logistics, human resources and administration. Common services proposed in a UNCT's business operations strategy continue to be on an opt-in basis for individual agencies "considering quality assurance and cost effectiveness". To support this effort, the ILO has participated in the UNSDG Business Innovation Group's marketplace survey that attempts to identify which services UN entities purchase or would consider purchasing from others and those they could provide. As part of what is referred to as the Secretary-General's "efficiency agenda", the ILO will be required to provide the Development Coordination Office with annual reports on efficiency gains and effectiveness improvements. An ILO-specific framework for reporting is currently being developed.
13. One of the key enablers of the reform's goal to promote common business operations is mutual recognition of best practices regarding policies and procedures, which allows a UN entity to use or rely on another entity's policies, procedures, system contracts and related operational mechanisms for the implementation of activities without further evaluation, checks or approvals. At present 17 agencies, including the ILO, have signed the mutual recognition statement. Regarding common back offices, the focus will be on shifting country level location-independent services to global shared service centres, as the level of prospective savings is deemed to be high. The Office will consider this on a case-by-case basis.
14. As the Office considers future participation in common back offices for location dependent services and common premises, some long-standing issues within the UN system will need to be satisfactorily addressed, however. Variations currently exist in the types of contracts used and grading policies among agencies, particularly in the field. For example, the ILO more strictly applies staff contract rules around the engagement of external collaborators and occupational safety and health requirements for staff than some other UN entities. The UN High-level Committee on Management is currently addressing the future work in the composition and management of the UN workforce, and the Office will use this opportunity to advocate for harmonization towards better practices for decent work within the system.

## **The review of the UN development system regional assets**

15. The regional assets of the UN development system are comprised of the UN regional economic commissions, the regional UNSDG bodies and the regional offices of UN development system entities. The review of their functions, capacities, expertise and institutional and partnership arrangement, is both a critical and complex building block of the reformed UN development system. The review has examined the respective roles and relationships and the gaps and overlaps in support of the new RC system and highlighted the many regional and transboundary issues that influence countries' SDG achievement. In May 2019, ECOSOC endorsed the development of concrete proposals in five areas. These are: (1) the creation of "regional collaborative platforms" (RCPs) to absorb existing coordination mechanisms of the regional economic commissions and regional UNSDG bodies; (2) knowledge management hubs to pool expertise from across the system in support of emerging national needs related to the 2030 Agenda, such as in the development of Cooperation Frameworks; (3) enhancement of transparency and results-based management with a view to providing robust reporting on system-wide results; (4) consolidation of

existing capacities on data and statistics and other analytical functions; and (5) exploration of potential efficiencies gains in administrative services through common back offices or co-location, where feasible. Given the specificities of each region, ECOSOC members called for a region-by-region approach in providing options for restructuring and re-profiling.<sup>9</sup> This has proceeded along two tracks, one undertaken by an inter-agency internal review team chaired by the Secretary-General's Special Adviser to UNSDG on Reforms and another based on intergovernmental consultations similar to the process of successful negotiations for the Funding Compact.

16. The internal review team has led on proposals to create the RCPs now that their functions have been defined.<sup>10</sup> The Office has played an active role in the internal review team in New York and as member of working groups in the individual regions, keeping in mind the need to avoid creating duplicate structures and greater reporting burdens as well as ensuring the standing of ILO statistical work at the regional level is recognized and maintained.
17. Each regional working group has made region-specific proposals for areas (2)–(5) above. In terms of creating regional knowledge hubs, some are building on existing platforms where they exist and others creating new ones. For example, in Asia and the Pacific, UNESCAP's SDG help desk will be expanded and repurposed. In the Arab States region, an existing platform is already using artificial intelligence in synthesizing relevant information from a vast array of knowledge products. The regions are also creating or expanding regional issue-based coalitions led by UN entities and the regional economic commissions, which include partners outside the UN. These will focus on themes of mutual concern or with cross-border implications and their impact at the regional and subregional levels. The ILO is set to co-chair several of the proposed regional issue-based coalitions, for example on equitable growth in Latin America with the Economic Commission for Latin America and the Caribbean and UNDP, and on harnessing demographic dividends, gender and youth for development in Africa with the United Nations Population Fund and the World Health Organization.

### Multi-country RC office review

18. The review of the multi-country RC offices responds to long-standing concerns of small-island developing states and smaller least developed countries about the level of support and UN presence in the 41 countries covered by multi-country RC offices. At the May 2019 ECOSOC Operational Activities Segment, UN Member States welcomed the Secretary-General's proposals to open a new multi-country office (MCO) in the North Pacific, re-profile and tailor RC job descriptions for MCOs and redirect some resources to MCOs to provide dedicated focus to individual countries covered by MCOs. They asked, however, for further consultation on the proposals to allow greater input from the concerned countries. An inter-agency working group recently provided proposals to this end and the results of the consultation will be taken forward in the Secretary-General's 2020 QCPR report. The Office's contribution highlighted the ILO Decent Work Technical Support Team structure

<sup>9</sup> E/2019/L.21.

<sup>10</sup> The RCPs will have 13 key functions, including, among others, fostering cooperation and collaboration sustainable development across the UN development system, promoting joint actions and strategies regional coherence with UN CEB mechanisms, promoting regional policy dialogues, facilitating demand driven integrated policy advice, normative support and technical capacity to subregional organizations, RCs and UNCTs, including the CCA and Cooperation Frameworks and a mechanism for the oversight, performance management and appraisal of UNCTs and RCs in accordance with the MAF.

and experience in South–South Cooperation as potential models for providing technical support to countries in the MCO clusters.

## **Funding of the RC system**

19. While considerable progress has been made in establishing the new RC system, some questions about the long-term sustainability of the voluntary funding arrangement of the system remain. In the current environment of extremely tight budgets and subdued funding prospects, UN Member States continue to focus their attention on potential efficiency savings and are eager to see evidence that these are materializing. However, due to start-up costs, early efficiency savings may not yield readily available funds for RC system. Also, the receipts from the imposition of the 1 per cent levy on earmarked funding to agencies will fall well below early projections. The Secretary-General and Deputy Secretary-General continue to rally existing and new donors to provide the needed funds for the system; however, at this time a budget gap of approximately US\$90 million for 2020 remains. The cost-sharing formula for UN agency contributions will be reviewed this year but will remain unchanged until 2021.

## **II. Challenges for the ILO and constituents and emerging good practices**

20. From 15 to 17 January 2020, the Office, with the support of the International Training Centre of the ILO in Turin (ITC–ILO), held a global meeting for ILO office directors with the objectives of reviewing the implications of UN reform for ILO field operations, sharing first experiences with the new RC system and exploring how to give effect to the Centenary Declaration through outcomes of the Programme and Budget for 2020–21. Regarding UN reform, the participants discussed challenges they have faced the Cooperation Framework process, including the development of CCAs and how this relates to the formulation of ILO Decent Work Country Programmes (DWCPs); ensuring robust technical support for CCA and Cooperation Framework processes and meeting the challenge of working in countries where the ILO is not a resident agency. They also reviewed the opportunities for partnerships and operational issues related to the UN’s goal of greater efficiency and put forth concrete suggestions for management actions that would support their participation in line with these key issues, many of which reflect opportunities and concerns expressed by constituents in past reform discussions both in the Governing Body and other consultations.
21. There were several themes on which consensus emerged. It was clear to all that the reform was now the working environment for the ILO, and that field colleagues were doing their best to make it work for the organization in spite of remaining challenges and some lingering confusion within the system about the implementation of the new RC system. Proactive outreach to RCs, including briefings and involving them in meetings and consultations with ILO constituents was seen as highly beneficial in all regions. For example, the ILO and the regional RCs in Latin America and the Caribbean held a two-day dialogue in Lima in September 2019, which helped to improve the understanding and recognition of the ILO’s mandate, tripartite governance structure and role of its constituents and of the new UN architecture in the region. There were also examples of RCs opening the doors for the ILO to ministries of finance and planning in the Caribbean, Namibia and Zambia and helping the ILO access new funding streams. There is clear potential for working with the RC office on communications to amplify the ILO’s “human centred” focus and policy messaging with examples from Indonesia and from Turkey and the Arab States in the context of the Syrian refugee crisis.

22. Regarding the engagement of ILO constituents in the CCA and Cooperation Frameworks, there was an agreement that the first order of business was to attend to relationships between the country directors and social partners, where necessary, with the help the Bureau for Workers' Activities (ACTRAV) and the Bureau for Employers' Activities (ACT/EMP). Constituents also need to have advance information on the timing of the UN processes and there is still considerable work to be done to raise the awareness and knowledge of RCs on the roles of ILO constituents, tripartism and the ILO's normative function.
23. Having the right expertise in the right places at the right time was a critical issue for reinforcing ILO leadership in key areas of its mandate, labour statistics in particular. The Office will need to be much more innovative and agile in delivering this and a number of ideas and proposals were put forth. Starting with a skills mapping and forecasting exercise already foreseen as follow-up to the Centenary Declaration, the Office will also review existing human resources and administrative policies to identify ways to place capacity on a short-term basis for developing CCAs or other needs.
24. Partnerships and resource mobilization was a key concern for all as competition for resources among agencies remains an issue as the RCs grow into their new coordinating role in this regard. Experience with the SDG Fund's first call for bids from UNCTs on social protection showed that transaction costs could be quite high relative to the amounts received and that many agencies wanted to take part, which created additional tensions. Nonetheless, some found participation important for leveraging subsequent partnerships and funding proposals to bilateral partners.
25. It was also evident that the ILO has made important strides in delivering as "one ILO" and there was an organizational culture shift under way. Large-scale comprehensive programmes involving multiple ILO departments and offices, such as the inter-agency Dutch-funded Prospects programme on skills, employment and protection of forcibly displaced persons and their host communities,<sup>11</sup> are allowing the ILO to overcome its relatively small size compared to other agencies and work effectively, especially in countries where it is a non-resident agency. The diversity inherent in the approach fosters innovation and reinforces the ILO in promising areas of work, for example in the humanitarian-development-peace nexus.

### III. Status of work under the ILO Action Plan

26. At its March 2019 Session, the Governing Body endorsed the Office's plan of action on UN development system reform. The following section and the appendix provide an update on the actions taken so far under the three components of the plan.

#### A. Developing the capacity of national constituents to engage in Cooperation Framework<sup>12</sup> and SDG processes

27. During 2019, both ACT/EMP and ACTRAV developed briefing materials and carried out training activities tailored to the specific needs of the social partners. In collaboration with ITC-ILO, ACT/EMP developed a training programme on the SDGs aimed at employer and business membership organizations. The programme includes sessions on the 2030 Agenda

<sup>11</sup> Partnership for improving prospects for forcibly displaced persons and host communities (PROSPECTS).

<sup>12</sup> Previously known as UN Development Assistance Frameworks (UNDAFs).

and the business case for engaging in SDG implementation, how to link employer and business membership organizations' advocacy work and business priorities to the SDGs, and UN reform and engagement with the UN development system at the country level. The training was launched in Asia and the Pacific region in July 2019. The training materials and training workshops developed and launched by ACTRAV over the past year have strengthened the capacities of trade unions to participate and to exercise their influence in the different UN-supported national processes with a view to achieving the SDGs at all levels. An important training element is the exchange of learning experiences on Voluntary National Review reporting and the engagement in national SDG processes.

28. ILO regional offices have also developed specific technical training for constituents at both national subregional levels to enable them to introduce decent work perspectives and priorities in national Cooperation Frameworks, Voluntary National Reviews and other strategic national development processes. In Europe and Central Asia, constituents participating in results-based management workshops for DWCP planning also learned how these must now be linked to Cooperation Frameworks. In the Arab States region, regional South–South and triangular cooperation workshops for tripartite constituents created a platform for knowledge sharing and exchanges of experience between countries with specific regard to the preparation of Voluntary National Reviews. In addition, national information sessions were organized for the social partners on UN reform, its implementation and the role of the social partners in Cooperation Frameworks. In Latin America, the Regional Office has prepared training materials for employers' and workers' organizations tailored to their specific needs in the region, focusing on enabling them to actively engage in the Cooperation Framework development processes.
29. At the global level, the course Decent Work and the 2030 Agenda for Sustainable Development, which is delivered to tripartite constituents by the ITC–ILO in collaboration with the ILO, was revised to integrate UN reform issues.

## **B. Maximizing the opportunities of UN reform to promote tripartism and support member States in achieving decent work**

30. The reform impacts a number of ILO internal policies and processes and to this end updated guidance was sent to field offices in October 2019. The Office has also prepared an interim guidance to support ILO staff working on DWCPs in the context of the Cooperation Framework formulation, including how to derive DWCPs from the Cooperation Framework and ensure ILO constituents' active engagement in the process. The experience from its application at country level will feed into an updated version of the current DWCP guidance, to be issued in the second half of 2020. The Office is also developing a normative stocktaking tool for briefing RCs on a country's status concerning the ratification and application of standards, which will also facilitate engagement of the social partners in CCAs and Cooperation Frameworks.
31. To support ILO staff to take better advantage of pooled funding mechanisms and joint funding opportunities, the Learning journey on partnerships and resource mobilization organized by Partnerships and Field Support Department (PARDEV) and ITC–ILO includes a focus on partnership development in UN reform environment. Tailored support has also been provided to an increasing number for ILO field offices engaged in joint programmes. The Office continues to engage with the UN task team on private sector engagement, including seeking further adjustments in the final drafts of the UN Common Approach to Due Diligence for Private Sector Partnerships as circulated by the Deputy Secretary-General Office. In its management response to the high-level evaluation of public–private partnerships presented to the Governing Body in November 2019, the Office indicated how

it will provide follow-up to the recommendations by revisiting current procedures where necessary, also taking into account the due diligence process in the UN Common Approach. The Office is also following the developments of the proposed UN “Common Platform” to be set up to support the Common Approach, in order to determine the nature of the ILO’s involvement.

### **C. Advancing the Office’s operational integration with the UN at the country level**

- 32.** Mutual recognition of agency rules and systems is complex to implement; however, it is a first step towards greater integration within the UN. The Office will seek to advance this where possible and appropriate in the country context. Many of the easy wins in finance, procurement and human resources (joint vacancy notices, training) have been applied for some time. For other areas, such as enterprise resource planning systems, ILO staff contracts and information technology, determining the feasibility, costs and benefits it will take longer. To this end the Office has provided guidance to staff to clarify the concepts and the ILO’s positioning.
- 33.** In 2019, the Office revised the job descriptions for field office directors to ensure their responsiveness to the needs arising from the UN reform. With a view to increasing the number of RCs coming from the ILO as an additional means of increasing the influence and understanding of the ILO and its mandate within the UN at the country level, the Office has developed a new programme and coaching protocol to prepare ILO officials for the assessment centre, which is part of the selection process to become a RC. The ILO is also a member of the Development Coordination Office-led task team to develop RC induction training.

## Appendix

### Status of the Office Plan of Action 2019–20 to maximize the opportunities of the UN development system reform for the ILO and tripartite constituents

Action item	Due by	Status
<b>Component 1: Developing the capacity of national constituents to engage in Cooperation Framework and SDG processes for greater influence in UN-supported national development for achievement of the SDGs</b>		
1. In collaboration with ACT/EMP and ACTRAV, development of awareness-raising and training materials on working with the UN	By end 2019	Completed/ongoing
2. Continued targeted technical training and Office support for constituent representatives to better enable them to contribute decent work perspectives and priorities in national Cooperation Framework, Voluntary National Review and other strategic national development processes	2019–20	Started/ongoing
<b>Component 2: Maximizing the opportunities of UN reform to promote tripartism and support member States in achieving decent work</b>		
3. Revision and update of DWCP guidance to align it with the Cooperation Framework process	By end 2019	Interim guidance completed, full revision by end 2020
4. Development of awareness-raising, training and information resources for ILO field and headquarters staff on working within the reformed UN at the country level to promote the ILO mandate and engagement of constituents	By end 2019	Started/ongoing
5. Training and support for ILO staff in field offices on pooled funding mechanisms to better equip them to take advantage of joint funding opportunities	2019–20	Started/ongoing
6. Preparation of training modules and information resources for RCs in collaboration with the International Training Centre of the ILO	By end 2019	Starting 2020
7. Review of the configuration of ILO technical capacities and expertise in programming, resource mobilization and partnership building to maximize contributions in view of new Cooperation Frameworks and RC system arrangements (based on the Plan of Action 2019 towards the preparation of the ILO Development Cooperation Strategy 2020–25)	By mid-2020	Starting 2020
8. Assessments of how the UN Common Approach to Due Diligence for Private Sector Partnerships can be followed by the ILO, and of further opportunities and possible roles in the UN-wide due diligence approach, in particular regarding the labour principles and the promotion of fundamental principles and rights at work	By October 2019	Ongoing
<b>Component 3: Advancing the Office's operational integration with the UN at the country level with respect for ILO values</b>		
9. Strategy to advance mutual recognition as a means to promote further integration in common services	By end 2019	Started/ongoing
10. Review and revision of ILO Country Director job descriptions	By end March 2019	Completed
11. Internal consultation on changes to performance management system and staff regulations	By end 2019	Starting 2020 following revision and UNSDG endorsement of the MAF
12. Reinforcement of the ILO's preparatory development programme for ILO officials interested in the resident coordinator selection process	By mid-2019	Completed/ongoing