



## THIRD ITEM ON THE AGENDA

**Follow-up to the resolution on technical cooperation adopted by the 95th Session (2006) of the International Labour Conference**

1. In June 2006, the International Labour Conference reviewed the role of the ILO in technical cooperation. In its conclusions, the Conference maintained that “full and productive employment and decent work were a central driver of development and therefore a priority objective of international cooperation”. Reiterating that technical cooperation must continue to be a major instrument and a fundamental means of action of the ILO in the fulfilment of its mission, the Conference underscored that decent work country programmes (DWCPs), developed through tripartite consultations at the national level were a key mechanism for delivering technical cooperation at the country level. The conclusions and recommendations therein covered a large spectrum of areas which were grouped under several sections: Introduction; Integration of the Decent Work Agenda into the programming framework of the United Nations system; Tripartism and social dialogue in the delivery of technical cooperation; Developing partnerships and mobilizing resources for technical cooperation; and Implications for ILO technical cooperation programmes (enhancing ILO’s knowledge base and technical capacities, as well as products and services for technical cooperation).
2. This report, presented in a tabular form in the appendix, covers the premise, conclusions and recommendations under five sections. The introductory statement, context and elements for action in each section are drawn directly from the resolution concerning the role of the ILO in technical cooperation.<sup>1</sup> The column on action taken and/or envisaged provides an account of the status as at the time of drafting this report. The list of items outlined is by no means exhaustive and is intended to provide examples. Furthermore, although the actions taken or envisaged have been reported under individual sections, many have cross-cutting elements and could have appeared under different sections.
3. On the basis of this report, the Committee will be able to assess follow-up actions that were taken immediately after the 95th Session of the International Labour Conference, especially in connection with the High-level Segment of the 2006 session of ECOSOC, reported upon in a separate document (GB.297/WP/SDG/1). Steps have been taken to

<sup>1</sup> International Labour Conference, *Provisional Record* No. 19 (ILC95-PR19-166).

accelerate the formulation and implementation of DWCPs in all regions, and to arrange for technical support, capacity building and internal coordination to be directed at these efforts. Mobilization of resources for DWCPs, under the ILO's regular budget, as well as from extra-budgetary resources and through partnerships with other agencies, are being intensified. While more explicit and effective cooperation has already been introduced with other multilateral organizations at the country level, the ILO's involvement in and contribution to UN reform in development cooperation activities are being vigorously pursued both at country and central level. Tripartite participation at all levels of technical cooperation is being actively promoted and intensified.

4. Further steps and initiatives will be taken, and technical cooperation (TC) programmes and projects will be developed in line with the conclusions and recommendations. This report provides the Committee with a sense of direction that the Office is taking to implement the conclusions.
5. *The Committee on Technical Cooperation, having taken note of the status report and information provided in the report, "Follow-up to the resolution on technical cooperation adopted by the 95th Session (2006) of the International Labour Conference" (GB.297/TC/3) may wish to invite the Governing Body to call upon the Office to:*
  - (a) *take due account of the deliberations of the Committee and continue with the implementation of the conclusions of the International Labour Conference referred to above; and*
  - (b) *provide a mid-term implementation report to the Committee on Technical Cooperation for its November 2008 session to enable it to make an in-depth assessment of the progress made, provide guidance and thereby fulfil its governance function.*

Geneva, 11 October 2006.

*Point for decision:* Paragraph 5.

## Appendix

### I. Introduction

Full and productive employment and decent work are a central driver of development and therefore a priority objective of international cooperation.

Decent work country programmes (DWCPs), developed through tripartite consultations at the national level, are a key mechanism for delivering technical cooperation at the country level.

Context and elements for action	Action already taken and/or envisaged
<p>1. The challenge of delivering decent work through technical cooperation calls for appropriate involvement and partnership with constituents, and with other multilateral and bilateral development agencies, the establishment of effective partnerships with other development actors, and the mobilization of financial and human resources including from the public and private sectors, as well as allocating funds to the ILO regular budget for technical cooperation (RBTC) as approved by the Governing Body.</p>	<ul style="list-style-type: none"> <li>■ The High-level Segment of the July 2006 session of ECOSOC was held on the theme of full employment and decent work and concluded with a Ministerial Declaration on decent work which fully incorporated the ILO Decent Work Agenda and calls for broad support for its implementation by governments and international agencies.</li> <li>■ The ILO will follow up on the Ministerial Declaration with the UN system organizations and other multilateral partners to forge global partnerships, as well as country-level collaboration to give full effect to the Declaration.</li> <li>■ The conclusions of the 2006 International Labour Conference on the role of the ILO in technical cooperation was distributed in three languages to the delegates at the ECOSOC meeting cited above.</li> <li>■ Social partners are increasingly involved in the formulation of technical cooperation projects and DWCP. The involvement of social partners is now a basic requirement for proposals to be submitted for funding. (Appraisal policy in ILO technical cooperation manual.)</li> <li>■ For the biennium 2008-09, at least 70 per cent of extra-budgetary funding will be allocated to DWCPs.</li> </ul>
<p>2. The Decent Work Agenda calls for the elaboration and implementation of programmes at the national level which will promote the four strategic objectives of the ILO in an integrated manner.</p>	<ul style="list-style-type: none"> <li>■ The Global Management Team meeting has been scheduled to take place in Geneva in October 2006 bringing together the Directors of all ILO offices to discuss with headquarters managers the implementation of DWCPs in their respective areas of coverage.</li> <li>■ The DWCP guidebook instructs on the modalities for development of programmes in a coordinated and integrated manner.</li> <li>■ A report on DWCPs has been prepared for deliberations by the Committee on Technical Cooperation at the November 2006 session of the Governing Body (GB.297/TC/1).</li> <li>■ Whilst continuing to focus on operationalizing the employment component of DWCPs, the Employment Sector recently initiated the preparation of the "Employment Strategies and DWCPs in Africa" to share understanding of the "vision" on employment strategies in the context of DWCPs and laid the ground for closer collaboration. There will be an intensification of cooperation with UN and other agencies at the country level, including through participation in United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers (PRSPs) and other programming frameworks, and local-level resource mobilization.</li> <li>■ ILO/AIDS will be briefing the Directors of the Subregional and area offices in Africa on ways and means of mainstreaming HIV/AIDS activities at the country level into DWCP. Similarly exercises are envisaged to fully integrate social security in DWCPs.</li> <li>■ Under the ILO/Netherlands Cooperation Programme 2006-10, and building on previous experience, a mechanism has been established for mainstreaming gender into decent work country programming and implementation. Furthermore, technical support and knowledge sharing on gender mainstreaming will be provided.</li> </ul>

Context and elements for action	Action already taken and/or envisaged
3. The ILO and its tripartite constituents should raise the awareness of development agencies and institutions of the need for the Decent Work Agenda and of the comparative advantages of the ILO in the context of joint cooperation.	<ul style="list-style-type: none"> <li>■ The DWCP approach is systematically discussed in all negotiations with donors and the ILO has concluded long-term partnership agreements with some donors (like the Netherlands) who explicitly support the implementation of DWCPs.</li> <li>■ Efforts were made to sensitize donors on the centrality of decent work for development and poverty reduction including the follow-up to the UN World Summit Outcome and ECOSOC Ministerial Declaration.</li> <li>■ An ILO/donor meeting on decent work and development took place from 28-29 September 2006 in Turin. The Officers of the Committee on Technical Cooperation participated in this meeting. Outcomes of discussions with representatives of major donor countries led to a better understanding of the Decent Work Agenda among development agencies and institutions and to further partnership arrangements that will be followed up by the Office.</li> <li>■ Joint regional workshops for EU/ILO field delegations on Decent Work Agenda are under preparation.</li> </ul>
4. It should also mobilize national and international support and resources for the goals and objectives of the Decent Work Agenda.	<ul style="list-style-type: none"> <li>■ Larger contributions for technical cooperation have already been negotiated with some donor agencies, notably Norway, Sweden and the EU. There has also been new funding from new donors, notably Brazil, the Czech Republic, Greece, New Zealand, the OPEC Fund and regional development banks.</li> <li>■ Some donors have started with financing fully fledged DWCPs or components (France, Netherlands, Spain and possibly DfID).</li> <li>■ Further advocacy with donors on the need for international support and resources towards the objectives of the Decent Work Agenda will continue. Negotiation will be sought for new, expanded and/or improved partnership agreements with donors (GB.297/TC/2).</li> </ul>

## II. Integration of the Decent Work Agenda into the programming framework of the United Nations system

The Decent Work Agenda embodies the ILO's mandate and provides a sharp focus for its technical cooperation activities at the national, regional and global levels. In pursuing the DWCPs, the ILO will be able to make a distinct contribution to the broader effort of the United Nations and other development partners to tackle the main development challenges of countries, as articulated in UNDAF, poverty reduction strategies (PRS) and national Millennium Development Goal action plans. Furthermore, by focusing on areas within its mandate where it enjoys a comparative advantage, the ILO will be able to contribute more effectively to the United Nations reform process, thus rendering the contribution of the United Nations system to national development strategies more relevant, more coherent and better coordinated.

Context and elements for action	Action already taken and/or envisaged
5. The ILO should explore the potential of the United Nations reform process to facilitate ILO's international and in-country activities, enhance their effectiveness through coordination and collaboration, and increase overall efficiency.	<ul style="list-style-type: none"> <li>■ A system for monitoring and reporting on status of country-level preparation and implementation of DWCPs as well as on their incorporation in UNDAFs and other national programming frameworks will be developed to monitor impact and results and facilitate forward planning and resource allocations.</li> <li>■ ILO field offices are encouraged and assisted in participating in national development framework exercises.</li> <li>■ Guidelines for ILO's involvement in PRSPs have been produced and are being used widely. (Updates will be provided as and when required.)</li> <li>■ ILO is an active member of the UN Evaluation Group Task Team on joint UN evaluations of country-level programmes.</li> </ul>
6. Within the framework of the reforms in the United Nations system, the ILO should remain focused on the promotion of the Decent Work Agenda – particularly as regards the preparation and implementation of DWCPs – in accordance with its mandate and its comparative advantages; at the same time, it should seek to influence the United Nations system framework and to	<ul style="list-style-type: none"> <li>■ Detailed policy guidance on the need to develop DWCPs in a coordinated, integrated and mutually reinforcing manner with UNDAFs and PRSPs in the framework of national development strategies and plans have been issued to ILO's field structure. This process is under way across all programme countries and will be regularly monitored and reviewed.</li> <li>■ An area of cooperation with EU is the exchange of experience on decent work and poverty reduction strategies. A joint ILO/EU letter was sent to all EU country delegations.</li> <li>■ The ILO participates in the humanitarian reform process. Under the new cluster approach, which aims at better coordination, the ILO, along with FAO,</li> </ul>

Context and elements for action	Action already taken and/or envisaged
contribute to comprehensive national development strategies.	<p>jointly leads the sub-cluster on livelihood and employment recovery under the early recovery cluster. The ILO also has a strong partnership with UNHCR (to address livelihood issues for internally displaced persons and refugees), and with FAO (to build on each other's comparative advantages as concerns rural and urban responses for job creation after crisis).</p> <ul style="list-style-type: none"> <li>■ The ILO envisages its continued support to the UN reform process through collaborating on gender audits of selected UN agencies at the national level.</li> <li>■ The ILO has a close partnership with UNEP, UNDP, OHCHR, UNIDO and other UN agencies in the framework of the Global Compact (a joint CD-ROM tool was finalized – June 2006). The ILO will prepare a map of potential Global Compact projects/countries in Africa where closer collaboration could be established with UNDP.</li> <li>■ Cooperative activities are reflected in a number of cooperation agreements between ILO and UNHCR; a close partnership has been established with the African Development Bank.</li> <li>■ A new partnership agreement with UNDP is under preparation.</li> </ul>
7. The ILO should systematically assist countries in integrating the Decent Work Agenda into national development strategies through the preparation of DWCPs.	<ul style="list-style-type: none"> <li>■ ACTRAV will undertake this task as one of the key priorities in its plans of work for the 2006-07 and 2008-09 biennia. It has already started analysing possibilities of partnerships under UNDAF in a selected number of countries to be covered by its activities in the project "Regulatory frameworks to protect rights and create decent jobs" . Possibilities of synergies with other agencies operating under UNDAF will be explored. ACTRAV will continue to actively advocate the use of a rights-based approach encompassing international labour standards (ILS) for national, regional and international development frameworks (UNDAF, PRS, national Millennium Development Goal action plans and regional economic integrations).</li> <li>■ The Employment Sector's work will continue at the global and regional level through building alliances and partnerships and developing policy coherence with other UN agencies, the Bretton Woods institutions and regional bodies. At the country level, partnerships will be strengthened to integrate employment objectives in the CCA/UNDAF.</li> <li>■ Building on previous experience gained in the formulation and implementation of the first generation of PRSPs, an important aim will be to ensure that countries integrate employment and decent work objectives in their development strategies and poverty reduction programmes.</li> </ul>
8. Social partners are key actors in social and economic development, and their role and capacity should be strengthened, and therefore the ILO should facilitate the involvement of its tripartite constituents in national, regional and United Nations programming processes.	<ul style="list-style-type: none"> <li>■ Capacity building is – and will remain – the bedrock of all TC activities for workers. The issue has been addressed under various RBTC and XTC activities of ACTRAV related to PRSP; and is the subject of one of the two ACTRAV outcomes for the 2008-09 biennium.</li> </ul>
9. The involvement of tripartite constituents in the consultative processes leading to the formulation of national development plans needs to be secured.	<ul style="list-style-type: none"> <li>■ Donors such as the Netherlands and possibly DfID will finance capacity-building workshops for constituents on RBM and on DWCP and their links to national development processes and UNDAFs.</li> </ul>
10. The donors should be called upon to provide support to the strengthening of ILO constituents' capacity to participate in, and have access to, consultative processes on national development priorities.	<ul style="list-style-type: none"> <li>■ Donors such as the Netherlands and possibly DfID will finance capacity-building workshops for constituents on RBM and on DWCP and their links to national development processes and UNDAFs.</li> </ul>

### III. Tripartism and social dialogue in the delivery of technical cooperation

Tripartism in relation to technical cooperation in the ILO involves cooperation among governments, and employers' and workers' organizations at the national, regional and international levels and the search for consensus on the priorities for action by the Organization in order to implement the Decent Work Agenda and the four strategic objectives. At the country level it implies ongoing cooperation and consultation among national social partners.

Context and elements for action	Action already taken and/or envisaged
<p>11. In accordance with the resolution concerning tripartism and social dialogue adopted by the International Labour Conference (ILC) in 2002, technical cooperation programmes and other mechanisms should be developed with the social partners and governments to help strengthen their capacities, services and representation.</p>	<ul style="list-style-type: none"> <li>■ Pilot projects in four countries (Mongolia, Peru, Senegal, Turkey) undertaken as part of the follow-up to the resolution concerning tripartism and social dialogue fully engaged ILO constituents in the design and implementation of projects. In each of these countries, the constituents, with the support of the Office, selected a common priority theme and addressed that theme through the use of tripartite social dialogue. Momentum gained through these pilot initiatives resulted in the extension of activities using extra-budgetary resources (Senegal, Turkey). Priorities addressed through the pilots found their way into a number of the country-level objectives in the 2006-07 implementation planning.</li> <li>■ A resource kit for employers' organizations entitled "Reaching out to SMEs" has been developed to capacitate employers' organizations in servicing their members. Also, a handbook on cooperatives has been prepared for the use of workers' organizations.</li> <li>■ Under the ILO/Netherlands Cooperation Programme 2006-10, a mechanism has been established for mainstreaming tripartism and social partners' involvement into decent work country programming and implementation. Furthermore, specific training and capacity-building programmes will be delivered by the Turin Centre for employers' and workers' activities in support of the programme implementation.</li> <li>■ The ILO will continue with its activities to build constituents' capacity to address the gender dimensions of their work and to effectively mainstream gender through their mandates.</li> <li>■ The "Mitigating the effects of HIV/AIDS in sub-Saharan Africa" project's social dialogue component aims to enhance capacity of tribunals, labour courts, workers and employers' organizations to apply laws to fight the epidemic. Tripartite skills upgrading for English-speaking target countries (Botswana, Ethiopia, Lesotho, Malawi, Nigeria, South Africa and Zimbabwe) proved useful in strengthening knowledge of ILS in the 2001 ILO code of practice for use in court/tribunal cases. The project will deliver skills upgrading for French-speaking target countries (Benin, Burkina Faso, Cameroon, the Democratic Republic of the Congo, Mauritius, Togo) in a tripartite setting, echoing the message of the usefulness of ILS and the 2001 ILO code of practice.</li> </ul>
<p>12. National tripartite steering committees or other national tripartite consultative mechanisms could be established and/or strengthened, having regard to the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), the Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152), and the 2002 ILC resolution concerning tripartism and social dialogue, and can play a useful role in the formulation, implementation and monitoring of DWCPs. Due regard should be given to the need for men and women to be represented on an equal footing.</p>	<ul style="list-style-type: none"> <li>■ There are already a large number of tripartite national steering groups. In some cases, they include tripartite bodies that pre-existed for other purposes such as decent work pilot programmes or technical cooperation projects in the human resources area. The tripartite national steering groups have been recognized by the ILO constituents as an important vehicle for increasing the capacity of the social partners to negotiate, specifically on issues concerning the promotion of decent work in the respective sectors.</li> <li>■ Programme-specific tripartite national committees, like those established to oversee IPEC, ILO/AIDS and other operational programmes will continue and, where necessary, be strengthened to include more senior-level members.</li> <li>■ Sectoral action programmes (in agriculture; construction; education; hotels, catering and tourism; textiles, clothing and footwear health services; public services; and telecommunications as well as on HIV/AIDS as a cross-sectoral action programme) are generally carried out under the direction of tripartite or bipartite (in the case of the education sector) national steering groups whose composition and purpose have been defined by the ILO Governing Body (see GB.289/14).</li> </ul>

Context and elements for action	Action already taken and/or envisaged
13. The ILO should, within the multilateral system and in the context of UNDAF and PRS, show, through good practices, the advantages of involving the social partners in the design, implementation and sustainability of technical cooperation programmes.	<ul style="list-style-type: none"> <li>■ Case studies to be undertaken and analysed and best practices disseminated.</li> <li>■ ACTRAV will take advantage of the Guidelines for UN Country Teams in preparing CCAs and UNDAFs to ensure that workers' organizations participate in the management of the CCA and UNDAF process.</li> </ul>
14. The ILO should facilitate collaboration between other international agencies, donor agencies, and employers' and workers' organizations, with regard to the attribution of development aid and programmes.	<ul style="list-style-type: none"> <li>■ In the framework of the project "Operationalizing Pro-Poor Growth" in Madagascar, the ILO has worked closely with tripartite partners in building a common policy understanding to integrate productive employment into national poverty reduction strategies.</li> <li>■ ACTRAV and ACT/EMP agreed on joint/parallel activities in a number of countries under the 2006-07 programme on social dialogue financed by Norway which, inter- alia, will address the issue of youth employment.</li> <li>■ ACTRAV will reinforce and expand the collaboration with workers' organizations in donor countries as regards development aid attribution.</li> </ul>
15. Since the Bureau for Employers' Activities and the Bureau for Workers' Activities have an important role to play in building the capacity of social partners and developing and implementing technical cooperation activities, the ILO should make every effort to ensure that the Bureau for Employers' Activities and the Bureau for Workers' Activities have the resources required to meet agreed objectives.	<ul style="list-style-type: none"> <li>■ ACTRAV will continue to collaborate closely with PARDEV on the one hand and with workers' organizations in donor countries on the other in order to secure more extra-budgetary resources for its technical cooperation programmes.</li> <li>■ The "Guidelines for Consultations with the Bureaux for Employers' and Workers' Activities" have been developed and posted on the ILO web site for consultation and for facilitating the relationships between all departments and the Bureaux for Employers' and Workers' Activities, in particular with regard to technical cooperation.</li> </ul>
16. In the identification of national technical cooperation priorities, due attention should be given to issues that may be raised by governments or by employers' or workers' organizations in the procedures for the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work or regarding ILO Conventions. Technical cooperation can play a complementary role to the ILO supervisory mechanism. Governments and employers' and workers' organizations should take advantage of the opportunities offered by the follow-up to the Declaration and supervisory procedures to draw the ILO's attention to problems of implementation which call for action in the form of technical cooperation.	<ul style="list-style-type: none"> <li>■ The importance of giving due attention to the issues raised by governments, employers and workers is specifically mentioned in the chapter: TC in the ILO: Policy and approach of the ILO TC manual, and it is considered as a key element for the development of TC projects; adherence to this criteria will be regarded as crucial in the appraisal and selection process of projects.</li> <li>■ DWCP programming enables identification of national priorities. The Office will draw the particular attention of the Committee of Experts and Declaration Expert-Advisers to these TC matters.</li> <li>■ Regular reporting on technical cooperation activities concerning fundamental principles and rights at work are submitted to the Committee on Technical Cooperation at regular intervals.</li> </ul>

#### IV. Developing partnerships and mobilizing resources for technical cooperation

There is a need for the ILO to develop a sound, ambitious and realistic strategy for resource mobilization. Key elements in the strategy will need to ensure that additional resources would be forthcoming and that resources should be channelled to the different strategic areas of ILO's technical cooperation and regions as needed.

Towards this end, strategic partnership with national tripartite constituents, United Nations agencies and bodies, regional organizations, donor agencies and development partners is essential.

Issue	Action undertaken or to be taken
17. The specific needs of countries in particular regions, especially Africa, the least developed countries and countries in crisis, as well as poor and vulnerable groups in other countries, should receive greater attention and resources and be integral components of the strategy. To this end, the ILO should invite donors to increase their contributions to the ILO's technical cooperation programme.	<ul style="list-style-type: none"> <li>■ With the advocacy work undertaken by the Office, additional funds have already been negotiated and designated to Africa, as can be seen in renewed donor agreements and related internal priority-setting exercises (France, Netherlands, DfID). New large projects for Africa have been negotiated with Sweden and the OPEC Fund.</li> <li>■ Through continued advocacy with donors, negotiation of new, expanded and/or improved partnership agreements with donors is envisaged. Efforts would be made to maintain an increased share for Africa. A method would be established to monitor and measure the contribution of interregional programmes to regional or country priorities. Tailor-made training will be provided for ILO field offices, particularly in Africa, on local resource mobilization and management of technical cooperation.</li> </ul>
18. There should be stronger links between the regular budget programmes of the ILO and those undertaken with extra-budgetary resources. Each should complement the other, and there should be flexibility in allocation modalities to ensure balanced development and execution of technical cooperation in all four strategic areas of the ILO.	<ul style="list-style-type: none"> <li>■ As of January 2006, all TC projects are tracked through IRIS in terms of their contribution to ILO strategic framework outcomes. This provides a solid information base from which to pursue greater integration between regular budget and extra-budgetary activities.</li> <li>■ Relevance to ILO strategic objectives, operational outcomes, mainstreamed strategies and DWCP outcomes have been introduced as important elements that will be considered at the time of project appraisal. Systematic linking of extra-budgetary programmes to operational and DWCP outcomes will be seen in the Strategic Management Module of IRIS.</li> <li>■ DWCP influence the number, selection and statement of programme and budget outcomes, which in turn influence TC resource mobilization and allocation. A technical cooperation master plan linking extra-budgetary resources to operational outcomes and DWCP is under preparation.</li> <li>■ Special efforts will be made to obtain increased core contributions from donors.</li> </ul>
19. The role of the Governing Body in setting up priorities for technical cooperation should be strengthened.	<ul style="list-style-type: none"> <li>■ The Officers of the Committee have been invited to attend the first ILO donor meeting.</li> <li>■ Regular and systematic reporting on technical cooperation to the Committee on Technical Cooperation will continue and guidance will be sought.</li> <li>■ The Committee might wish to review specific aspects or issues relating to technical cooperation as it deems fit on an ad hoc basis.</li> <li>■ There will be regular reporting on action taken on decision points accepted by the Governing Body, and their outcomes.</li> <li>■ In November 2008, the Committee will examine an in-depth mid-term assessment and report on the follow-up to the resolution and conclusions adopted at the ILC in June 2006.</li> </ul>
20. ILO programmes at the country level need to be based on national priorities established by governments, employers and workers, all of whom need to have full ownership of the technical cooperation programmes.	<ul style="list-style-type: none"> <li>■ Relevance to DWCP outcomes and national development priorities and evidence of constituents' demand and support have been introduced as basic criteria for project appraisal. The ILO's technical cooperation manual, stresses the importance of ownership of technical cooperation projects, and calls for full involvement of the national-level tripartite constituents from the earliest stage and throughout the project cycle. The appraisal process would give due consideration to this criteria as well as when selecting projects for funding.</li> <li>■ The DWCP guidebook specifically requires mention of and alignment with national development priorities, in addition to the ILO's constitutional obligations.</li> </ul>

Issue	Action undertaken or to be taken
21. A comprehensive field structure review needs to be undertaken to enable the Office to take informed decisions regarding the need for strengthening of the Office's representation and operational capacity at the country level, and distribution of resources to the field.	<ul style="list-style-type: none"> <li>■ The November 2006 Governing Body session will discuss the criteria for a field structure review.</li> <li>■ DWCPs, pooling regular and extra-budgetary resources from across the Office will be a major form of strengthening operational capacity at the country level.</li> </ul>
22. Continue its engagement in United Nations system-wide reforms that may lead to greater coherence and effectiveness of the ILO and of the United Nations system as a whole, stressing the ILO's specific mandate, unique tripartite structure and its focus on social dialogue.	<ul style="list-style-type: none"> <li>■ A Guidance Note on UN coordination has been issued to ILO field offices. They are encouraged and assisted in participating in UN coordination exercises.</li> <li>■ Enhanced training and assistance on UN coordination and reform issues will be provided to ILO field offices.</li> <li>■ A critical review will be undertaken with a view to improving existing inter-agency cooperation modalities at country level.</li> <li>■ Active participation in "One UN" pilots and enhanced pooled funding in selected countries are envisaged.</li> <li>■ Based on the outcome and discussions of the UN High-level Panel on UN Reform, the ILO will prepare its response and action plan for discussion at the Governing Body.</li> </ul>
23. Examine new methods of working that meet beneficiaries' and donors' expectations of complementary and coherent approaches, and at the same time to effectively address national priorities and those of the tripartite constituents.	<ul style="list-style-type: none"> <li>■ ILO capacity will be strengthened to develop, implement and manage technical cooperation in accordance with national development priorities and UN coordination processes.</li> <li>■ Support will be provided to the social partners in developing national priorities and participating in development processes through capacity-building workshops on DWCP and RBM.</li> <li>■ A more integrated product development programme among technical sectors and between technical sectors and field offices is envisaged.</li> <li>■ Donor coordination harmonization will be encouraged at global and country levels.</li> </ul>
24. Encourage multi-year partnership agreements with donor agencies consistent with the ILO's own programming cycles, strategic priorities and rules, while at the same time recognizing the need to incorporate single-year funding when available.	<ul style="list-style-type: none"> <li>■ Multi-annual partnership agreements with donor agencies have been promoted and a number of agreements have been signed with donor agencies for more programmatic technical cooperation strategies. Pursuit of partnership linked to ILO priorities and planning cycles will continue.</li> </ul>
25. Furthermore, the ILO should foster and support technical cooperation among developing countries both at the national and regional levels.	<ul style="list-style-type: none"> <li>■ Some pilot activities have been implemented through regional networks, e.g. Community of Portuguese-speaking Countries, SADC, Americas' Regional Agenda, etc.</li> <li>■ Greater use will be made of national expertise in country and (sub)regional programmes.</li> </ul>
26. Actively promote the mainstreaming of gender equality in donor partnership agreements; design technical cooperation proposals supporting the development of employers' and workers' organizations and tripartite activities; upgrade the capacity of ILO field offices to mobilize additional resources from donor representatives; streamline internal priority-setting and resource allocation mechanisms; and facilitate greater coordination among ILO donors.	<ul style="list-style-type: none"> <li>■ Specific provisions for gender mainstreaming have been included in a number of recently signed donor partnership agreements with the ILO. These provisions are being implemented to systematically support the integration of the gender dimension in the programme areas covered by the respective partnership agreements. The experience will be analysed and good practice modalities of promoting gender equality through technical cooperation will be disseminated.</li> <li>■ New local resource mobilization strategy and information kit produced. Training was provided to ILO field staff from 35 ILO offices (including 12 ILO offices in Africa) on local resource mobilization). Further training is envisaged.</li> </ul>

Issue	Action undertaken or to be taken
27. The ILO should continue with its gradual move towards a common programming framework with the donor community by endeavouring to harmonize the various agreements with individual donors, so as to ensure greater stability, predictability and consistency and to reduce the transaction costs of ILO's technical cooperation programme.	<ul style="list-style-type: none"> <li>■ A number of donor agreements have already been aligned to the Strategic Policy Framework cycle.</li> <li>■ First ILO donor meeting has been organized and discussions will assist in: promotion of ILO donors' harmonization and coordination processes at both global and country levels; partnership agreements in line with ILO cycles and priorities, and harmonization of specific donor mechanisms.</li> </ul>
28. Public-private partnerships (PPP) have potential as a source of funding. The Governing Body should establish and monitor the implementation of clear guidelines and criteria for such partnerships.	<ul style="list-style-type: none"> <li>■ Increased funding from non-State donors has already been received. Some PPP pilots have been implemented.</li> <li>■ A concept paper on PPP has been prepared for the Officers of the Committee on Technical Cooperation to be discussed in November 2006. New policies and procedures will be developed in the light of the guidance received.</li> </ul>

**V. Implications for the ILO technical cooperation programme (enhancing ILO's knowledge base and technical capacities; products and services for technical cooperation)**

The ILO should enhance its knowledge base so as to improve the focus and effectiveness of its technical cooperation programme. Research will draw on practical experience in the ILO and in other agencies within the multilateral system.

Such research should enable the Office to obtain, on the one hand, an overview of individual countries' needs in relation to the ILO's mandate and, on the other, an analysis of countries' experience in addressing such needs and a catalogue of good practices and lessons learned.

It should thus facilitate the comparison of needs and experience within and across regions. The ILO should ensure that its working methods "draw upon all its standard-setting, technical cooperation and research resources in all its areas of competence, in particular employment, vocational training and working conditions, to ensure that, in the context of a global strategy for economic and social development, economic and social policies are mutually reinforcing components in order to create broad-based sustainable development".

Issue	Action undertaken or to be taken
29. Technical cooperation should take account of the need for gender analysis of programmes so as to ensure equal opportunities for women and men to participate in the programmes and provide equal access to its benefits.	<ul style="list-style-type: none"> <li>■ Gender analysis (and promotion of gender equality activities) is a requirement and is emphasized in the ILO's guidelines for project preparation, monitoring and evaluation.</li> <li>■ A new technical cooperation project has been designed with support from the Government of the Netherlands to share knowledge and support ILO constituents and staff on effective mechanisms to mainstream gender in decent work country programming.</li> </ul>
30. The International Institute for Labour Studies should, together with technical and field units of the ILO, and taking into account the advice of beneficiaries and donors of technical cooperation, focus on the Decent Work Agenda with a view to supporting the work described above.	<ul style="list-style-type: none"> <li>■ The International Institute for Labour Studies has already reorganized its annual international internship course with a thematic focus on "Social and labour policies for decent work". Textbooks and pedagogical materials have been prepared in different languages with the aim of disseminating the concepts and strategies of decent work.</li> <li>■ Mobile workshops on the theme: "A development agenda for employment and decent work" will be organized at regional and subregional levels for ILO constituents in developing countries.</li> </ul>
31. The ILO should use the Turin Centre to build the capacity of constituents and its programmes should reflect their growing needs.	<ul style="list-style-type: none"> <li>■ The Centre's development plan (2007-11) aims at reinforcing its competence in organizing relevant (needs-based), learner-focused and impact-oriented learning. Special efforts are envisaged to ensure that the Centre's programmes benefit from larger numbers of employers' and workers' representatives, in addition to representatives of government and public organizations.</li> <li>■ The ILO and the Turin Centre are jointly preparing a proposal to track UN resident coordinators and other UNCT members of sister UN organizations on Decent Work Agenda.</li> </ul>

Issue	Action undertaken or to be taken
32. The design and implementation of technical cooperation programmes should take full advantage of the expertise, facilities and training capacity available at the International Training Centre of the ILO (Turin Centre).	<ul style="list-style-type: none"> <li>■ The Turin Centre's ILO staff training on designing, planning, managing, monitoring and evaluating technical cooperation projects will be used.</li> <li>■ Training workshops on design and implementation of TC are envisaged and will be organized jointly by the ILO and the Turin Centre.</li> </ul>
33. The ILO should also use the Turin Centre to ensure that all its staff are familiar with the principles, aims and operations of the technical cooperation programme as set out in these conclusions.	<ul style="list-style-type: none"> <li>■ The Centre's development plan (2007-11) underscores its readiness to work with other ILO units to utilize the Centre's capabilities in design and implementation of technical cooperation projects in a more systematic, frequent and intensive manner.</li> </ul>
34. As a priority measure, every assistance should be given to member States to promote the universal ratification and implementation of all eight Conventions relating to the Declaration on Fundamental Principles and Rights at Work adopted in 1998. The ILO should provide technical cooperation requested by countries experiencing problems of implementation identified by the ILO supervisory bodies.	<ul style="list-style-type: none"> <li>■ Annual reports have been reviewed under the follow-up to the Declaration since 1999 and action programmes approved by the Governing Body. Application of a country-level baseline approach to determine where progress can be made even in the absence of ratifications will enable improved targeting.</li> <li>■ Better links and synergies between supervisory processes, DWCP and TC are expected to follow from use of IRIS functionalities.</li> </ul>
<p>35. The ILO's technical cooperation in relation to employment should include entrepreneurship development, enterprise development, productivity and skills development, especially for micro, small and medium-sized enterprises and for formalization of the informal economy, having due regard to the Job Creation in Small and Medium-Sized Enterprises Recommendation, 1998 (No. 189), the Employment Policy Convention, 1964 (No. 122), and the Global Employment Agenda.</p> <p>It should continue to focus on the elimination of child labour, and on the promotion of youth employment, in the light of the very positive performance and results achieved under the International Programme on the Elimination of Child Labour (IPEC), and the Youth Employment Network (YEN) in the light of the MDGs. Technical cooperation in the field of human resource development should take account of the Human Resources Development Convention, 1975 (No. 142), and of the Human Resources Development Recommendation, 2004 (No. 195).</p>	<ul style="list-style-type: none"> <li>■ A General Survey on employment policy was carried out in 2004. Emphasis was placed on full, productive employment in paragraph 47 of the Summit Declaration, 2005 + ECOSOC, 2006. Further consultations will take place concerning a possible new promotion and ratification campaign for Employment Policy Convention, 1964 (No. 122) and related Conventions and Recommendations.</li> <li>■ IPEC activities and results are reported to the Steering Committee, and in the Global Report, 2006, which showed significant progress. Further development of time-bound actions under IPEC to promote the application of the Minimum Age Convention, 1973 (No. 138), and the Worst Forms of Child Labour Convention, 1999 (No. 182), will be accompanied by mainstreaming of child labour issues in national policy and institutional frameworks and developing knowledge bases.</li> <li>■ IPEC and the Employment Sector will be collaborating in the development and implementation of projects on youth employment.</li> </ul>
36. There is also a need to address pressing problems relating to precarious and low-quality work, including in the informal economy. Migration for employment, which is increasingly becoming a major issue in the global agenda, should also be addressed.	<ul style="list-style-type: none"> <li>■ Projects in the SADC countries and in East Asia, promote the adoption of new policy frameworks, strategies, systems and mechanisms for managing labour migration as an instrument for development.</li> <li>■ The project concerning globalization and changes in employment conditions in Asia and the Pacific will improve understanding of changes individual workers have experienced due to globalization and thus enable governments and social partners to develop policies that will improve the quality of employment while maximizing the benefits of globalization.</li> </ul>

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Issue	Action undertaken or to be taken
37. Given that freedom of association and the right to organize are at the heart of the fundamental rights of all workers, and that strong and independent employers' and workers' organizations are of vital importance in development, as illustrated above, it is essential for the ILO to make a strong effort to ensure that its technical cooperation programme provides the resources required to meet agreed objectives relating to strengthening the capacity of national organizations of employers and workers to meet the needs of their members and to participate in collective bargaining and in the conception and execution of technical cooperation, having regard to the Freedom of Association and Protection of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), and the Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152).	<ul style="list-style-type: none"><li>■ Further promotional work on collective bargaining will be undertaken, particularly in Africa.</li><li>■ Publications and promotional work on freedom of association for employers' organizations are envisaged.</li><li>■ Training relating to outcomes of supervisory processes will be provided to workers' organizations.</li></ul>

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