



SIXTH ITEM ON THE AGENDA

Terms of reference for the review of the ILO field structure

1. A reorganization of ILO external offices was carried out in 1993 with the establishment of subregional multidisciplinary advisory teams. Following a request of the International Labour Conference, a further rationalization was introduced in 2003, establishing a three-tier structure and including regional decent work teams.
2. The functions and structure of ILO external offices have since evolved in different ways in response to the requirements of the five regional ILO programmes (Africa, Americas, Arab States, Asia and Pacific, Europe and Central Asia). The Governing Body considered criteria for a review of the field structure in November 2006 in the context of a discussion on results-based management in the ILO and requested the Office to prepare detailed terms of reference for carrying out such a review in 2007.

Objective of the review

3. The objective of the review, to be carried out with an open mind in a comprehensive and strategic way, is to identify options and make recommendations for effective and efficient arrangements of ILO external offices and at headquarters (including in relation to the ILO International Training Centre, Turin) to provide services to constituents and support the realization of the Decent Work Agenda in regions and countries. Based on an examination of current arrangements, structure, roles and responsibilities, the review will suggest how alternative arrangements in the regions and at headquarters could better respond to ILO priorities and needs in order to strengthen the advocacy, relations, technical and administrative functions of ILO external offices in the service of constituents. The review will include an examination of the implications for the ILO of recommendations on United Nations (UN) reform in countries in order to recommend ways for the ILO to contribute to and benefit from “One UN” country teams and programmes.

Scope of the review

4. The review will examine current patterns in providing services to constituents in countries and regions, in particular through:
 - (i) the technical functions carried out by staff in relation to the four strategic objectives, the programme and budget, Decent Work Country Programmes and extra-budgetary technical cooperation;

- (ii) the advocacy functions carried out by external offices in relation to the priorities of constituents and the mandate of the Organization;
- (iii) the relations functions with constituents and other partner institutions carried out by external offices at different levels; and
- (iv) the administrative and financial functions performed by external offices at different levels.

5. The review will collect and analyse data on:

- (i) the number and location of ILO offices, the countries covered and the corresponding UN structures;
- (ii) the composition and distribution of technical and support staff by region and office and source of funding;
- (iii) the volume of financial transaction handled by each office and region by source of funding and by strategic objective;
- (iv) the approximate distribution of regional office, subregional office and headquarters technical and administrative support to ILO activities by country.

6. In analysing the distribution of administrative and financial services, the review will examine plans to deploy additional IRIS functionality to external offices. This will include analysis of the implications for the ILO and for IRIS of plans to harmonize UN administrative processes.

7. The review will also examine the scope of existing legal agreements with host countries under which external offices operate.

8. The review will make recommendations for an effective and efficient delivery of services to ILO constituents in country and regional contexts. The recommendations will include proposals for alternative arrangements for carrying out the technical, advocacy, relations and administrative and financial functions in external offices and at headquarters.

Specific tasks

9. The review will entail the following tasks:

- (i) collection, compilation and analysis of information and data on ILO external offices (human resources, financial, accommodation and administrative data) and on headquarters support to external offices and regional and country programmes;
- (ii) structured interviews with constituents from selected countries in all five ILO regions, with constituents of the Governing Body, with partner institutions, notably the UN, with donors to the ILO programme, and with ILO staff;
- (iii) follow-up interviews in selected regions and countries;
- (iv) review of good practice among UN system agencies, funds and programmes and its relevance to the ILO;
- (v) drafting of a report detailing main findings, conclusions and recommendations.

Proposed timetable

10. The following timetable is proposed:

- *Phase 1* (March 2007). Preparation of terms of reference for the consideration of the Governing Body.
- *Phase 2* (April–July 2007). Collection of data on trends and distribution of human resources, financial flows, administrative capacity, accommodation. Review of good practice among UN agencies, funds and programmes, including in relation to “One UN”. Preparation of a structured guide for consultations with constituents, partner institutions and staff.
- *Phase 3* (August–October 2007). Based on structured interview guide, consultations with constituents, partner institutions and staff; preparation of interim progress report for November 2007 Governing Body. Travel to selected regions and countries for follow-up consultations and interviews.
- *Phase 4* (November 2007–March 2008). Preparation of a draft report for submission to the Governing Body with a view to a thorough discussion and follow-up action.

Implementation arrangements

11. The Office will establish a dedicated team of five persons to lead this exercise. The team will be led by a senior ILO official designated by the Director-General. The ILO officials will be selected from among staff with wide experience and thorough understanding of the ILO. The team will include two experts recruited from outside complementing the expertise available from within the Office, particularly in administrative and financial processes and information technology, and in international development cooperation. The support of units and persons from across the Office will be called upon as required. The team will report directly to the Director-General and work independently of line management.
12. The estimated expenditure of the review is US\$230,000, including a total of eight work-months of ILO staff, three work-months of outside expertise and travel.
13. In carrying out this task, the Office will inform and consult periodically, at least during sessions of the Governing Body and of the Conference, with the regional government groups and the Officers of the Programme, Finance and Administrative Committee and of the Governing Body. There will be consultations within the Office with all concerned ILO units and with the Staff Union.
14. ***The Committee may wish to recommend to the Governing Body to approve the terms of reference for the review of the ILO field structure as set out in this document, and to finance the related expenditure, estimated at US\$230,000, from savings in Part I of the budget for 2006–07 or, failing that, through Part II.***

Geneva, 20 March 2007.

Point for decision: Paragraph 14.