



Denmark-ILO Partnership Programme

Policy Dialogue with Social Partners

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1. Gender equality at the heart of decent work

The ILO seeks to advance gender equality via the inclusion of a gender dimension in all programmes and policies, whilst also promoting women-specific interventions to redress longstanding inequalities. As per the ILO's gender policy of 1999 the objective is to ensure gender equity in the staffing, institutional structures, and substance of the work of constituents and of the ILO itself. The Bureau for Gender Equality (GENDER) supports constituents and staff in achieving this goal, and progress is being tracked by the ILO Action Plan for Gender Equality 2010-2015.

In programming terms, the global product on gender equality is situated under Outcome 17 (Discrimination in employment is eliminated). The work of the Gender Bureau is however much broader and supports gender mainstreaming into the other areas of ILO's work. Its overall goal is to enhance the knowledge and capacity of ILO constituents to mainstream gender equality in national economic and social strategies, policies and programmes. Between 2006 and 2009 a DANIDA funded project supported gender mainstreaming in ILO actions concerning indigenous and tribal peoples, child labour and trafficking, and promoting Decent Work in national poverty reduction initiatives.

Gender equality is promoted across all four strategic objectives of the ILO's Decent Work Agenda:

Fundamental Principles and Rights at Work:

Four conventions are of particular relevance to gender equality: Equal Remuneration Convention, 1951 (No. 100); Discrimination (Employment and Occupation) Convention, 1958 (No. 111); Workers with Family Responsibilities Convention, 1981 (No. 156); and Maternity Protection Convention, 2000 (No. 183). Most of the ILO's work in respect of Conventions 100 and 111 is devoted to monitoring and supporting implementation and making recommendations for improvements, as has been done in Angola, China, South Africa and Viet Nam in 2010. Meanwhile the ILO has supported constituents to conduct national studies, and develop advocacy platforms on the economic and social benefits of better work-family balance in Brazil, Costa Rica and Ecuador; and on the benefits of maternity protection in Jordan, China and Cambodia.

Employment:

In line with its gender policy the ILO works to ensure that all employment promotion initiatives are gender sensitive, while also taking a proactive, women-specific approach. An example of the latter approach may be seen in Lao PDR more than 30,000 women and their husbands are benefiting from gender-sensitive financial services through 140 Village Banks established with ILO support. In a similar vein, the Cooperative Facility for Africa programme is estimated to have supported over 4,000 primary cooperatives and benefited some 140,000 women in Eastern and Southern Africa via the provision of financial and technical assistance. The ILO also cooperates with other UN agencies in promoting gender equality, for example through the One-UN Joint Programme in Pakistan.



Social Protection:

The ILO works with constituents to promote a Social Protection Floor of essential social services and income security for all women and men. It strives to ensure that measures to promote occupational safety and health, to combat HIV and AIDS in the workplace, and to extend social protection for migrant workers are gender equitable. Throughout 2011 - in support of the preparations on setting a new international labour standard on domestic workers - there is a particular emphasis on social protection for domestic workers, the vast majority of whom are women. The activities have ranged from advocacy campaigns using street theatre in India, to the provision of financial education in Cambodia and Indonesia, to working toward legal instruments outlining domestic workers rights and entitlements in Argentina, China, Nepal, and Thailand.

Social Dialogue:

The ILO strives to build the capacity of governments, employers' and workers' organisations to promote gender equality in the workplace, to ensure that gender equality is on the agenda in tripartite discussions on the world of work, and to promote women's representation in decision-making positions. One means is to advocate for the establishment of national tripartite gender committees, such as in Ukraine, India, Lebanon, Jordan, Syria, Argentina, Bolivia, Brazil, Chile, Paraguay and Uruguay.

Flagship product: The Participatory Gender Audit (PGA):

The ILO uses participatory gender audits to assist its constituents and ILO units to promote equality. A gender audit, which is conducted during a two-week period by a team of trained facilitators, uses a self-assessment approach and takes into account both objective data – gathered through a review of the unit's internal and public documents – as well as perceptions of staff, management and clients on gender issues through interviews and a participatory workshop. Based on the information obtained, the facilitators present a report making practical, concise recommendations on how the unit or organization can improve its attention to gender issues. Since its inception in 2001, 14 ILO units at headquarters, and 20 ILO offices in the regions have been audited. The ILO has also conducted trainings for officials from constituent agencies in the Occupied Palestinian Territories, Zambia, Cambodia and Indonesia such that they can undertake their own gender audits. Gender audits of the UN country teams in Nigeria, Tanzania, Ethiopia and Zimbabwe and of the UN Development Assistance Framework in Albania have been undertaken.

2. Outcome 9: Employers have strong, independent and representative organizations

Strategy

The Social Justice Declaration reconfirms that social dialogue and tripartism are the most appropriate method of translating economic development into social progress. For this to happen, the parties to dialogue have to be strong, representative and independent. Strong and effective employers' organizations are essential for good governance. They can promote policies conducive to the creation of sustainable and competitive enterprises and an entrepreneurship culture, which are the basis for development and economic growth. Without sustainable enterprises and employment, there can be no decent employment. Effective employers' organizations attract and retain member enterprises through the delivery of value added services, representation and advocacy.

Before the crisis, employers organizations particularly in developing countries were faced with a daunting array of challenges - poor governance, rapid economic change, political instability, the spectre of HIV/AIDS - to name but a few. The crisis has now greatly exacerbated that situation and employers organizations are struggling as never before. Advocating on behalf of the business community for policy and regulatory change to ensure a conducive economic environment that underpins enterprise creation and development is the core business of a representative business organization. Never more than now have business communities needed strong, representative policy actors to articulate their concerns and perspectives. The Bureau for Employers' Organizations (ACT/EMP) alone within the Office is in a position to offer specific expertise and tailored guidance and advice to these organizations.

This is particularly important in the context of ILO's response to the global economic crisis. The Global Jobs Pact, as a common policy approach adopted by the ILO constituents at the highest political level focuses, among other things, on the importance of sustaining and creating jobs through enterprise development. Employers' organizations play an important role in influencing the business environment to this effect. Their capacity to represent and serve members to find optimum workplace solutions to international, national and enterprise level employment is key. Nevertheless, to do this work the ILO needs to first know and understand the effect the crisis is having on employer organizations and offer practical solutions but also understand how the crisis is affecting the capacity of employer organizations to engage with the ILO.

A key focus of the programme therefore during the forthcoming biennium will be to research the changing nature of business representation following the crisis and other external and internal factors. This work will have an impact on how the technical cooperation component of the programme is designed and implemented. The work will also inform the office better of the challenges faced by employers and their organizations.

Experience and lessons learned

The programme for employers' organizations, implemented by the Bureau for Employers' Activities, provides the building blocks for strong employers' organizations to enable them to meet the needs of enterprises. While the programme is managed globally



in order to create synergies, its implementation is decentralized. Specific support provided to employers' organizations is based on needs analyses, carried out by means of in-depth dialogue to identify the priorities of each organization. The programme is implemented in line with ILO programming guidelines, with emphasis on knowledge sharing and maximizing delivery.

Building on previous experience and lessons learned, the programme's approach has shifted away from isolated interventions with little follow-up and impact, to providing a product based offer which addresses specific employers' needs. The products are targeted either directly at employers' organizations, to improve their organizational structures and management, or at responding to the needs of the organizations' members.

Experience shows also that in order to deliver on the ILO commitments to the employers' organizations, targeted projects provide the best value and lead to lasting impact. Projects and interventions need to focus on the specific needs of employers organizations and must be integrated into the organizations strategic priorities and membership service delivery in order to have sustainable impact. Employers' organizations must provide value and services to their members or risk losing them. For this reason, employer-specific projects which strengthen the organizations' ability to add value to their members are essential.

Institutional and management capacities: Tools and partnerships

One main element of the programme is to strengthen organizational structures and the internal management of employers' organizations, enabling them to develop new and improved services that make them more valuable to member enterprises. Strategic planning and staff competence building are central in pursuing this aim.

Recently developed tools and publications on labour market issues, such as work and family, maternity, ageing, SMEs, and the informal economy, will be complemented by new tools and training packages. The training package "Effective employers' organizations", which is a series of hands-on guides to building and managing effective employers' organizations, will be expanded to include modules on communication, creating and building sectoral organizations, financial management and lobbying. In order to further strengthen employers' organizations capacity to add value to their members, a second series of modules will be developed focusing on building and strengthening membership services. The modules of this series will cover services on industrial relations services, labour law, occupational safety and health, and labour market information. The training will continue to be delivered in cooperation with the Programme for Employers' Activities of the Turin Centre in all regions.

A new twinning programme will facilitate knowledge sharing and transfer between employers' organizations. It will consist of individual coaching on specific issues based on identified needs and exchange of good practices. Follow-up to ensure impact on the recipient organizations' structures and services will be an important component of the programme.

The programme will build on an executive management training programme which was launched in 2009 for senior staff of employers' organizations to develop skills in management and leadership at the executive level. The training will create a vehicle for the development of future leaders of employers' organizations.

The strategy for developing and carrying out these high-profile activities will involve partnerships with academic institutions, employers' organizations from developed countries, and the Turin Centre. Evaluation and follow-up will be an important component of the terms of engagement with these partners.

Capacity for policy development and services to members

The second, related element of the programme for employers' organizations is strengthening the institutional capacity of employers' organizations in policy development and lobbying so that they can influence national, regional and international policy debates. Enterprises are facing new demands, including the fallout from the financial and economic crisis, which oblige employers' organizations to adapt their services and develop coherent strategies in their lobbying work. Some major challenges for enterprises are to ensure that economies remain open and competitive and that enterprises can continue to compete in global markets. This requires the right balance in labour legislation and ensuring maximum participation in the labour market.

Assistance in policy development will focus on employment and social policy, labour market planning as influenced by changing demographics, labour migration, climate and economic development, and skills development policies and strategies.

A major emphasis of policy development will be to assist employers' organizations in identifying constraints to enterprise and employment growth. Advocating on behalf of the business community for policy and regulatory change to ensure an economic environment that underlies enterprise creation and development is the core business of employers' organizations. Research and development of analytical and policy development tools will underpin the assistance provided.

Special efforts will be made to help employers' organizations meet the specific needs of women in business, and of SMEs. Competitiveness and productivity, youth employment and corporate social responsibility will also be addressed. If additional extra-budgetary resources are secured, programmes on child labour and youth employment will continue.

In addition to its role in technical cooperation, the Bureau for Employers' Activities is also an internal knowledge resource on employers' organizations. One of its key roles is to transmit that knowledge, and the needs and priorities of employers' organizations, to the Office as it formulates its policies and programmes. The Bureau works to ensure that employers' interests and priorities are integrated into the policies and activities of the Office through access to research, know-how and expertise from constituents. One of the Bureau's aims is to encourage the Office to develop products that are useful and relevant for business and employers' organizations. The Bureau will strengthen its cooperation with other units in order to better promote the views of employers across the Office. This will include developing tools that are useful and relevant for business and employers' organizations.

The overall aim is to improve collaboration, policy development and implementation and knowledge of employer organisations and their needs across the Office. The first element will be the reinforcement of the knowledge base of employer organisations involving further building on an existing data base of employer organisations to track changes in their role, representativeness, and policy priorities. A second element is policy development, dialogue and implementation to ensure that the concerns of constituents are taken on board and facilitate the entry of the wider Office into the world of work. Employer inputs into Governing Body (GB) and International Labour Conference (ILC) reports and policy papers and into ILO research activities and programmes are included in this component. Provision of policy advice in GB and ILC meetings, and advice and support on ILO governance issues, as well as acting as an entry point for the Office in regard to contacts with employer constituents and nomination of employer participants in ILO meetings are also key elements.

Finally, based on its work in the field and building on the unique knowledge of constituents to provide input into the design, development and implementation of Decent Work Country

Programme (DWCP), the Bureau will also act as a resource in the DWCP development process to respond better to the needs of the employer constituents.

Risks and assumptions

For the effective implementation of the programme it is assumed that employers' organizations operate in a stable political environment in which their autonomy and right to freedom of association are protected and guaranteed. It is also assumed that the management and governance structures of employers' organizations remain sufficiently stable over time so that the agreed-upon activities can be undertaken as planned. The successful implementation of the strategy also requires the full involvement of employers' organizations in the development and implementation of Decent Work Country Programmes and the support of other ILO units to respond to the real needs of employers and their organizations.

A key risk is that programme implementation is seriously compromised by the lack of resources. If the Bureau's current resource level is not increased, then its capacity to effectively address the needs of constituents and represent employer views across the Office is strongly undermined. This is an issue which needs addressing even more now given the post-crisis increasing needs of constituents. With current resource levels (RB), the Bureau's ability to collaborate effectively with other technical units for the benefit of employer constituents is seriously impeded.

Target Country Programme Outcomes 2010-11¹

*Countries marked in red represent the overlap with Denmark priority countries

* Denmark 18 priority countries:					
• Afghanistan	• Burma	• Mozambique	• Somalia		
• Bangladesh	• Cambodia	• Nepal	• Sudan		
• Benin	• Ethiopia	• Niger	• Tanzania		
• Bolivia	• Ghana	• Pakistan			
• Burkina Faso	• Mali	• Palestinian Authority			

9.1. Number of national employers' organizations that, with ILO support, adopt a strategic plan to increase effectiveness of their management structures and practices Target: 10 employers' organizations

ARG801	Argentina	Capacidad institucional de las organizaciones de empleadores, fortalecida
ARM801	Armenia	Strengthened institutional capacity of employers' organisations
BRB801	Barbados	Strengthened institutional capacity of employers' organisations
BLZ801	Belize	Strengthened institutional capacity of employers' organisations
BWA801	Botswana	Increase the value of employers' organisations to existing and potential membership
CHL801	Chile	Strengthened institutional capacity of employers' organisations
ECU801	Ecuador	Organizaciones empresariales con capacidades y competencias fortalecidas en gerencia organizacional, habilidades de negociación, comunicación y diseño de servicios
ETH801	Ethiopia	Institutional capacity of employers' federation Strengthened
GEO801	Georgia	Strengthened institutional capacity of employers' organisations
KAZ801	Kazakhstan	Strengthened institutional capacity of employers' organisations
KGZ801	Kyrgyzstan	Strengthened institutional capacity of employers' organisations
LSO801	Lesotho	Strengthened institutional capacity of employers' organisations
LBR801	Liberia	Strong and representative Employers' Organisation able to participate in and contribute to social and economic discussions
MEX801	Mexico	Strengthened institutional capacity of employers' organisations
PSE801	Palestinian Territory Occupied	Strengthened institutional capacity of employers' organisations

¹ As per information from IRIS Strategic Management Module, April 2011

TJK801	Tajikistan	Strengthened institutional capacity of employers' organisations
URY801	Uruguay	Strengthened institutional capacity of employers' organisations
VEN105	Venezuela	FEDECAMARAS cuenta con Plan Estratégico y Plan de Acción presupuestado y aprobados por su Junta Directiva
ZWE801	Zimbabwe	Strengthened institutional capacity of employers' organisations
9.2. Number of national employers' organizations that, with ILO support, create or significantly strengthen services to respond to the needs of existing and potential members. Target: 15 employers' organizations.		
ATG801	Antigua and Barbuda	Strengthened institutional capacity of employers' organisations
BOL801	Bolivia	Organizaciones Empresariales con capacidades y competencias fortalecidas en Gerencia organizacional, habilidades de negociación, comunicación y diseño de servicios
KHM801	Cambodia	Strengthened institutional capacity of employers' organisations
CMR801	Cameroon	CMR 801-Strengthened institutional capacity of employers' organisations
CHN801	China	Strengthened institutional capacity of employers' organisations
COL801	Colombia	Organizaciones Empresariales con capacidades y competencias fortalecidas en Gerencia organizacional, habilidades de negociación, comunicación y diseño de servicios
CRI801	Costa Rica	Strengthened institutional capacity of employers' organisations
CIV801	Cote d'Ivoire	Strengthened institutional capacity of employers' organisations
DOM801	Dominican Republic	Strengthened institutional capacity of employers' organisations
ECU155	Ecuador	Servicio para incorporar PYMES a la cadena de Exportación como proveedoras confiables y de calidad, instalado en la Cámara de Industrias de Guayaquil
SLV801	El Salvador	Strengthened institutional capacity of employers' organisations
FJI801	Fiji	Institutional capacity of employers' organisations is strengthened
GHA801	Ghana	Ghana Employers' Association (GEA) better able to analyse the business environment and influence policy decisions
GTM801	Guatemala	Strengthened institutional capacity of employers' organisations
HND801	Honduras	Strengthened institutional capacity of employers' organisations
IND801	India	Strengthened institutional capacity of employers' organisations
IDN801	Indonesia	Strengthened institutional capacity of employers' organisations
MLI801	Mali	Strengthened institutional capacity of employers' organisations
MUS203	Mauritius	Capacity of employers to promote decent employment strengthened
MNG801	Mongolia	Strengthened institutional capacity of employers' organizations
NPL801	Nepal	Strengthened institutional capacity of employers' organisations
NIC801	Nicaragua	Strengthened institutional capacity of employers' organisations
PAK801	Pakistan	Increased capacities of employers' organisations to influence economic, social and governance policies
PAN801	Panama	Strengthened institutional capacity of employers' organisations
PRY801	Paraguay	Strengthened institutional capacity of employers' organisations
PER137	Peru	Estrategia de Comunicación Integral desarrollada y aprobada por la Junta Directiva de la CONFIEP
PHL801	Philippines	Strengthened institutional capacity of employers' organisations
MDA801	Republic of Moldova	Strengthened institutional capacity of employers organisations
SEN801	Senegal	Strengthened institutional capacity of employers' organisations
SRB801	Serbia	Strengthened institutional capacity of employers' organisations
LKA801	Sri Lanka	Strengthened institutional capacity of employers' organisations
YEM801	Yemen	Strengthened institutional capacity of employers' organisations
TTO801	Trinidad and Tobago	Strengthened institutional capacity of employers' organisations
9.3. Number of national employers' organizations that, with ILO support, have enhanced capacity to analyse the business environment and influence policy development at the national, regional and international levels.		
Target: 15 employers' organizations.		
BHS801	Bahamas	Strengthened institutional capacity of employers' organisations

BOL105	Bolivia	Apoyo al Observatorio Boliviano de Competitividad para obtener más información y mejorar la calidad de las propuestas de cambio de políticas socio laborales
BIH801	Bosnia and Herzegovina	Strengthened institutional capacity of employers' organisations
BRA801	Brazil	Institutional capacity of employers' organisations to promote the Decent Work Agenda is strengthened.
MNE801	Montenegro	Strengthened institutional capacity of employers' organisations
KNA801	Saint Kitts and Nevis	Strengthened institutional capacity of employers' organisations
ZAF801	South Africa	Strengthened institutional capacity of employers' organisations

3. Outcome 10: Workers have strong, independent and representative organizations

The increased involvement of trade unions in national poverty reduction strategy processes in many countries was a positive result in 2008–09. Cooperation and mergers of national, regional and international trade union organizations also strengthened the labour movement and its involvement in efforts aimed at a fairer globalization.

A new level of collective agreements facilitated enhanced participation by workers' organizations in negotiations on national development and regional economic integration. Strengthened cooperation among several national and international trade union organizations, and collaboration with research institutions increased unions' capacity to influence social and economic policy and development agendas. Special attention was paid to gender equality, promoting decent work, including in EPZs, and to rights-based employment of young women and men.

The political climate in some countries made it difficult to carry out training or assist unions in organizing and enjoying their rights. In others, continued interference by public authorities in trade union activities and arrest and detention of union leaders took its toll on cooperation activities. In industrialized countries, several governments sought to restrict trade union rights through changes in labour legislation, removing or restricting collective bargaining rights, the right to strike or even the right to organize.

The current social and economic crisis revealed serious weaknesses in the governance mechanisms of the global economy. The effects of this crisis are brutal on workers – its impact is reversing years of very modest economic gains and adding to the very large pool of poverty. The crisis risks eroding workers' rights and labour standards. In particular freedom of association and the right to collective bargaining need to be reinforced as a core part of crisis response.

The consequences of the crisis will be addressed throughout the activities for the workers' organisations – related to both Outcome 10, other relevant Outcomes of 2010-11 P&B, country priorities and Global products.

These difficulties emphasize the urgent need to strengthen ILO assistance to workers' organizations in 2010–11, focusing on respect for ILO standards and principles, their implementation and enforcement in national legislation. The programme for workers' organizations will be delivered through a strategic use of all resources, including the RBSA, in line with results-based management principles.

The workers' education programme in the Turin Centre will play a key role in delivering workers' activities.

Social justice and fair globalization

The global labour movement will be assisted through knowledge generation and sharing, capacity-building and implementation of the Social Justice Declaration and the Global Jobs Pact.

To be achieved globally, decent work must be prioritized by national governments and



international institutions in a coherent fashion that ensures its realization across all economic sectors. In line with the Social Justice Declaration, trade unions will be assisted in placing the four integrated components of decent work at the centre of sustainable national development and global governance. This will be achieved through facilitating effective workers' participation in Decent Work Country Programmes, UNDAFs and forums with international financial and multilateral institutions such as the World Trade Organization, the International Monetary Fund (IMF), the World Bank and regional development banks.

Both as one of four strategic objectives and as a tool to make operational all the other strategic objectives, Tripartism and Social Dialogue (TSD) should be viewed as a policy prerequisite for the entire DW process throughout the ILO. TSD constitute a core element of the 2010-15 Strategic Policy Framework strategies and will be used to help HQ and field structures in successfully delivering DW through team work.

Global Jobs Pact (GJP)

The GJP is a globally coordinated policy response to achieve Decent Work based on the Social Justice Declaration (SJD). Today, no single country can find solutions on its own. Thus, coordination and global rules are imperative. The GJP emphasises the need for social dialogue, and therefore the first step in its implementation needs to be tripartite discussion of its role in national responses to the crisis. The same applies to internal ILO practices in delivering on GJP components.

The GJP supports coordinated government measures including expansionary macroeconomic stimulus packages to secure existing jobs and create new quality employment by investing in public services, infrastructure, health, education, social security and green sustainable economy.

ACTRAV will seek cooperation with all relevant ILO units through 18 joint Outcome Based work plans in order to specifically address the following policies advocated in the GJP for immediate action:

- boosting effective demand through creation of decent employment (such as public job creation schemes, increasing investment in infrastructure, research and development, public services and "green" production and services), unemployment benefits, or partial unemployment benefits in the case of reduced working time schemes;
- maintaining wage levels and avoiding deflationary wage spirals by the means of
- social dialogue and collective bargaining to counter deflation; contribute to setting of minimum living wages so as to build a minimum wage floor into the system; and work to narrow the gender pay gap;
- keeping people in jobs: any reduced working time and wages must be compensated with partial unemployment benefits so as to maintain aggregate demand. Reduced working time arrangements could be used to provide training and skills development;
- expanding social protection: the GJP's call for a basic social floor and the extension of

social security for all is a major step forward in advancing these trade union priorities; it would be important to ensure as a minimum that all people are protected against health, unemployment, old age and disability risks, and that child benefits are provided.

It is important to include temporary and non-regular workers in such schemes; - old-age security: measures by governments are required to ensure minimum benefit guarantees, as well as for safeguards to be built into current and future schemes to ensure better protection of workers' savings.

The GJP includes a set of labour standards that are particularly relevant in times of crisis and need ratification and implementation. It relates to employment policy, wages, social security, the employment relationship, the termination of employment, labour administration and inspection, migrant workers, labour conditions on public contracts, occupational safety and health, working hours and social dialogue mechanisms. ACTRAV specialists will assist the workers' organisations in putting ILS high on DWCP priority lists and in using the ILS provisions in daily trade unions' activities, including by using the mechanisms provided for in Convention No. 144.

The GJP recommends the use of the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) to respond to the crisis. ACTRAV will assist workers' organisations in engaging with MNEs to ensure socially responsible practices, decent work in supply chains, transfer of technology to developing countries and respect for FoA and collective bargaining.

Integration of decent work dimensions

Addressing the concerns and expectations of young men and women workers and ensuring their full involvement in trade unions are essential tasks. Unions will be assisted in facilitating consensus building on national and international policies impacting on employment and decent work strategies, and in making labour law and institutions effective, including in respect of international labour standards. Recognition of the employment relationship, promotion of good industrial relations and effective labour inspection systems will serve this purpose.

Promoting freedom of association and the right to collective bargaining will underpin all these efforts.

Special attention will also be given to issues such as global governance improvement through partnerships with other UN agencies, linkages between trade, investment and labour standards, social protection, OSH, HIV/AIDS at the workplace, sustainable environmental practices and green jobs, social responsibility of business including global social dialogue based on the MNE Declaration, child labour and forced labour.

Gender equality and non-discrimination

Incorporating the gender perspective in trade union work means changing attitudes and cultures, bearing in mind women's points of view and concerns, and making them visible in all aspects of work.

The Bureau for Workers' Activities will ensure that the gender perspective is mainstreamed at all levels in its policies and programmes. Women workers require particular assistance in getting organized and being represented in sectors where they form the majority, where they are working with insecure contracts and where unions are still poorly represented (such as in informal work, EPZs, migrant labour and atypical employment). The programme will assist unions in promoting women to all levels of decision-making and leadership. Gender audits will be widely used for this purpose.

Promoting respect of diversity and implementing effective measures to combat racism and xenophobia at the workplace and in the labour market will be high on the Bureau's agenda.

Campaigns will be conducted to combat discrimination and the unfair and abusive working and living conditions that women, migrant workers and members of their families often face worldwide.

Social partners as DWCPs beneficiaries and actors

DW Country Programs will be used as an implementation tool of the Social Justice Declaration and the Global Jobs Pact. They should effectively involve all ILO constituents in the planning, implementation, monitoring and evaluation of DW activities at the country level.

The DWCP priorities will have to be reassessed so as to respond to the crisis challenges by using SJD and GJP elements. They should contribute to bringing about a more sustainable people-centred economic model. ACTRAV will strive to ensure that the respect of freedom of association and of the right to collective bargaining become a standard feature of all programmes.

Legitimate, independent and democratic organizations of workers and employers, engaging in dialogue and collective bargaining, bring a tradition of social peace based on free negotiations and accommodation of conflicting interests, therefore making social dialogue a central element of democratic societies. This makes the social partners not only principal DWCP beneficiaries but as well key actors in the whole DWCP process. Governments as well as workers' and employers' organizations should take advantage of DWCPs to promote and enhance TSD, especially in sectors where tripartism and social dialogue are absent or hardly exist and where labour rights are violated.

Ensuring DWCPs with a mandate and ownership

Workers' Specialists are part of ILO teams in all Sub-Regional Offices and have dual reporting responsibility to ACTRAV HQ and the office in the field where they are posted.

They are key interfaces between the worker constituents and the Office at large. ACTRAV field specialists and their extensive networks of organized workers provide them with a unique perspective that keeps them close to the reality of the world of work.

Priorities of workers' organizations are not limited to concerns related to a "basic" capacity building. The full range of ILO programs are of interest to them. At an early stage in the

DWCP formulation all units should take on board the concerns and priorities of worker constituents in the specific technical area for which they are responsible.

Knowledge, tools and communication

The function of the Bureau for Workers' Activities includes information sharing and preparation of case files to assist unions in formulating their positions for International Labour Conference and Governing Body sessions, regional and sectoral meetings. The International Journal of Labour Research, launched in 2009, will provide information on specific topics twice a year in three languages. The Bureau's newsletter will provide information on current work. The Global Union Research Network, coordinated by the Bureau, will continue to provide better access to research networks, enabling unions to develop analytical capacity for public debates and policy formulation. Two Global products will be developed on Policy/Capacity Assistance & Relations, and Knowledge sharing and advanced training.

Risks and assumptions

The implementation of the strategy requires involvement of workers' organizations in the development and implementation of Decent Work Country Programmes. When identification of priorities has not taken place in full recognition of the views of the social partners in the ILO or in donor countries, the resulting programs and respective DWCPs cannot be expected to correspond to the real needs and expectations of either constituents or donors. Formal "consultations" which do not really involve workers' organisations and pay no attention to their priorities continue to be a high risk factor which could make irrelevant the whole DWCP process.

ACTRAV capacity to deliver will largely depend on a substantial increase in extra-budgetary resources. Adherence of UN agencies and other multilateral bodies to the DW Agenda and respect for international labour standards will be a key factor for new partnerships globally and in UNDAFs nationally.

Target Country Programme Outcomes 2010-11²

*Countries marked in red represent Denmark's priority countries

* Denmark 18 priority countries:							
• Afghanistan	• Burma	• Mozambique	• Somalia				
• Bangladesh	• Cambodia	• Nepal	• Sudan				
• Benin	• Ethiopia	• Niger	• Tanzania				
• Bolivia	• Ghana	• Pakistan					
• Burkina Faso	• Mali	• Palestinian Authority					

10.1. Number of national workers' organizations that, with ILO support, include the Decent Work Agenda in their strategic planning and training programmes. Target: 30 workers' organizations, of which at least 6 in Africa, in Asia and in the Americas, and at least 2 in the Arab States and in Europe

ARG802	Argentina	Capacidad institucional de las organizaciones de trabajadores fortalecida, especialmente en todas las dimensiones del trabajo decente.
ARM130	Armenia	Comprehensive and modern wage determination mechanisms are introduced
BHS802	Bahamas	Strengthened institutional capacity of workers' organisations
BHR802	Bahrain	Strengthened institutional capacity of workers' organisations
BGD802	Bangladesh	Improved capacity of the workers organizations contributes to effective DWCP implementation at country level.
BLZ802	Belize	Strengthened institutional capacity of workers' organisations
BEN802	Benin	Strengthened institutional capacity of workers' organisations
BOL152	Bolivia	Capacidad de la COB reforzada para participar en el debate nacional sobre el sistema de seguridad social y pensiones con perspectiva de género
BRA156	Brazil	Institutional capacity of workers' organisations to promote the Decent Work Agenda
CHN802	China	Strengthened institutional capacity of workers' organisations
COL157	Colombia	Apoyo a las organizaciones sindicales para el desarrollo de los procesos de auto reforma sindical dirigido a su fortalecimiento institucional.
EGY802	Egypt	Strengthened institutional capacity of workers' organisations
ERI802	Eritrea	Strengthened institutional capacity of workers' organisations
ETH802	Ethiopia	Institutional capacity of workers' organizations Strengthened
GRD802	Grenada	Strengthened institutional capacity of workers' organisations
HTI802	Haiti	Strengthened institutional capacity of workers' organisations
IDN802	Indonesia	Strengthened institutional capacity of workers' organisations
KAZ802	Kazakhstan	Workers have strong, independent and representative organizations
MLI802	Mali	Strengthened institutional capacity of workers' organisations
MUS204	Mauritius	Capacity of workers' Unions strengthened
MEX802	Mexico	Strengthened institutional capacity of workers' organisations
MNG802	Mongolia	Strengthened institutional capacity of workers' organizations
MOZ802	Mozambique	Strengthened institutional capacity of workers' organisations
NAM802	Namibia	Strengthened institutional capacity of workers' organisations
NPL802	Nepal	Strengthened institutional capacity of workers' organisations
OMN802	Oman	Strengthened institutional capacity of workers' organisations
PSE153	Palestinian Territory Occupied	Strengthened capacities of workers' organizations to provide improved services to their members
PRY802	Paraguay	Strengthened institutional capacity of workers' organisations
PHL802	Philippines	Strengthened institutional capacity of workers' organisations
SYC201	Seychelles	Les organisations syndicales sont mieux structurées et plus solides
SDN802	Sudan	Strengthened institutional capacity of workers' organisations

² As per information from IRIS Strategic Management Module, April 2011

SYR802	Syrian Arabic Republic	Strengthened institutional capacity of workers' organisations
URY802	Uruguay	Strengthened institutional capacity of workers' organisations
YEM802	Yemen	Strengthened institutional capacity of workers' organisations
10.2. Number of workers' organizations that, with ILO support, achieve greater respect for fundamental workers' rights and international labour standards through their participation in policy discussions at national, regional or international levels. Target: 20 workers' organizations, of which at least 4 in Africa, in Asia and in the Americas, 2 in Europe and 1 in Arab States		
BLR802	Belarus	Workers have strong, independent, democratic and representative organizations
BOL103	Bolivia	Organizaciones de trabajadores habrán logrado fortalecer su participación en órganos tripartitos con miras a reforzar la capacidad de la COB para el diálogo social, con perspectiva de género
BWA802	Botswana	Strengthened institutional capacity of workers organisations
BFA802	Burkina Faso	Strengthened institutional capacity of workers' organisations
KHM802	Cambodia	Strengthened institutional capacity of workers' organisations
CMR802	Cameroon	Strengthened institutional capacity of workers' organisations
CPV802	Cape Verde	Strengthened institutional capacity of workers' organisations
COL152	Colombia	Organizaciones de trabajadores habrán logrado fortalecer su participación en los órganos tripartitos
CRI802	Costa Rica	Strengthened institutional capacity of workers' organisations
HRV802	Croatia	Strengthened institutional capacity of workers' organisations
DOM802	Dominican Republic	Strengthened institutional capacity of workers' organisations
ECU127	Ecuador	Organizaciones de trabajadores habrán logrado fortalecer su participación en los órganos tripartitos
SLV802	El Salvador	Strengthened institutional capacity of workers' organisations
GEO802	Georgia	Strengthened institutional capacity of workers' organisations
GTM802	Guatemala	Strengthened institutional capacity of workers' organisations
HND802	Honduras	Strengthened institutional capacity of workers' organisations
IND802	India	Strengthened institutional capacity of workers' organisations
JOR802	Jordan	Strengthened institutional capacity of workers' organizations
LBN802	Lebanon	Strengthened institutional capacity of workers' organizations
MYS802	Malaysia	Strengthened institutional capacity of workers' organisations
NIC802	Nicaragua	Strengthened institutional capacity of workers' organisations
PAK802	Pakistan	Increased capacities of workers' organisations to influence economic, social and governance policies
PAN802	Panama	Strengthened institutional capacity of workers' organisations
PER138	Peru	Organizaciones sindicales fortalecidas para el desarrollo de los procesos de autor reforma sindical dirigido a su fortalecimiento institucional.
SEN802	Senegal	Strengthened institutional capacity of workers' organisations
SHA802	Southern Africa	Strengthened institutional capacity of workers' organisations
LKA802	Sri Lanka	Strengthened institutional capacity of workers' organizations
SWZ802	Swaziland	Strengthened institutional capacity of workers' organisations.
THA802	Thailand	Strengthened institutional capacity of workers' organisations
ZMB802	Zambia	Strengthened institutional capacity of workers' organizations

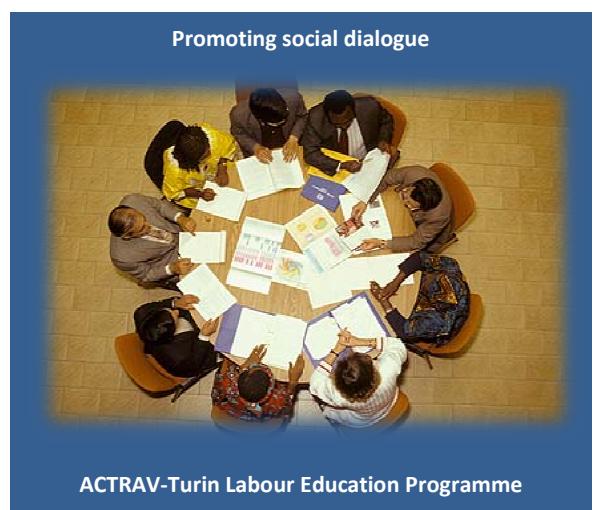
4. Outcome 12: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations

The Declaration on Social Justice for a Fair Globalization emphasizes the promotion of social dialogue and tripartism – considered to be the most appropriate method for adapting to the needs and development challenges in any country. It anticipated the important role that social dialogue and collective bargaining would play in helping tripartite constituents to formulate and implement effective responses to contemporary problems, such as the current global economic crisis in order to accelerate recovery.

In the previous biennia, the Office assisted member States in promoting and strengthening social dialogue as a key instrument of labour market governance. The Office provided assistance in establishing and strengthening institutions for tripartite social dialogue and promoting collective bargaining at all levels, including support for establishing dispute resolution mechanisms. At the same time, the Office helped member States in creating a legal framework with a view to promoting an efficient mechanism for sound industrial relations and social dialogue. As a result of these efforts, and as reported in the implementation report of the P&B 2008-2009, the role of social dialogue is not only more widely recognized but actually used to a greater extent to address labour market challenges, including labour law reform and the consequences of the global economic crisis.

The global economic crisis, which began to unfold in the summer 2008, has prompted the ILO to shift its priorities and to refocus its resources to assist member States in taking measures to address the impact of the crisis on workers and their families and enterprises and to accelerate recovery. Support was provided to member States in applying the stipulations of the Global Jobs Pact related to social dialogue and collective bargaining. The support took the form of technical advice as well as national and regional seminars showing good practices of social dialogue on how to retain, limit or avoid job losses through the use of various methods, including work sharing arrangements, partial unemployment benefits, training, and innovative wage policies, as well as to enhance enterprise sustainability. Also, the Office conducted research on the link between social dialogue and crisis recovery and published a series of working papers aimed at helping the tripartite constituents to formulate crisis recovery strategies and policies.

In the current biennium, the Office continues to assist member States in consolidating social dialogue institutions at all levels and building the capacity of the tripartite constituents so that they can play a meaningful role in crafting and implementing sustainable responses to the crisis. Efforts are being taken to establish effective mechanisms for collective bargaining and the settlement of labour disputes, in accordance with international labour standards, to help employers and workers and their respective organizations to deal with increasing disputes during the present turbulent times. At the same time the Office will pursue its research efforts to collect and disseminate information on comparative developments in respect of these institutions and good social dialogue and collective bargaining practices at all levels, now and in the future.



Despite the Office's efforts, available information – such as the comments of ILO supervisory bodies and the findings of ILO missions on the ground – show that social dialogue and tripartism is not fully utilized by the constituents as an instrument of governance of change and the promotion of decent work. In a group of countries, tripartite social dialogue institutions exist but do not function effectively at a time when they are badly needed; they lack resources and do not meet on a regular basis. Governments continue to reform labour legislation and to formulate economic and social policies without consulting the representative employers' and workers' organisations. As a result, the reforms undertaken and the policies formulated lack social legitimacy and support in the course of their implementation.

In a number of countries, collective bargaining institutions remain underdeveloped and practices limited to certain sectors and do not cover the majority of those in employment, who mostly work in small and medium-size enterprises. In addition, those in the informal economy tend to remain outside of the scope of application of collective agreements. Also, a number of innovative dialogue and self-regulatory initiatives are increasingly developed at the cross-border level, notably by multinational companies and global unions operating at the global sectoral level. While these initiatives promote ILO standards in the areas of freedom of association and collective bargaining, their impact on the ground remains largely undocumented.

Social dialogue

In the next biennia, DIALOGUE will intensify its efforts to help tripartite constituents deal with the above mentioned challenges, in close cooperation with ACTRAV, ACT/EMP, other units across all three sectors, as well as the Turin Centre. Member States will receive technical assistance in applying the stipulations of the GJP, and in ratifying and implementing social dialogue-related ILO Conventions. In addition, assistance will focus on strengthening the functioning of tripartite institutions for social dialogue, including Economic and Social Councils and similar tripartite institutions. Tripartite social dialogue should become the instrument of implementation of the GJP and of consensus-building on national development strategies and policies.

Collective bargaining and industrial relations

The Office will assist member States in developing sound industrial and employment relations, promoting collective bargaining at all levels and strengthening mechanisms for the effective prevention and settlement of labour disputes. Where there are no such mechanisms, the Office will assist the tripartite constituents to establish such institutions and make them operational. Efforts will be made to strengthen the capacity of the constituents in interest-based negotiation skills.

Knowledge and tools

Expanding the Office's knowledge base is critical to the delivery of effective technical assistance to member States. The Office will prepare two global products in close cooperation with technical units across sectors in order to underpin the technical capacities of tripartite constituents from all regions in the broad field of social dialogue and industrial and employment relations.

The first global product constitutes a follow-up to the discussion on collective bargaining at the GB session in November 2007 and the subsequent High-Level Tripartite Meeting on collective bargaining/negotiating for social justice which took place in November 2009; discussion will continue in the GB March 2010 session. It will focus on supporting collective bargaining and sound industrial and employment relations by: promoting the ratification and effective implementation of ILO Conventions Nos. 87, 98, 151 and 151; expanding the knowledge base on trends and innovations, particularly in respect of effective crisis responses; developing global tools to support the strengthening of independent

dispute prevention and resolution services; and ongoing support for the International Industrial Relations Association.

A second global product will be developed in the area of national tripartite social dialogue and global industrial relations. On the one hand it will focus on the production of tools meant to help member States strengthen the framework for national tripartite social dialogue as a key tool of policy making. On the other hand, it will generate knowledge on specific aspects of global industrial relations such as transnational company agreements and cross-border information and consultation and employee participation initiatives at the enterprise level.

A second global product will be developed in the area of global industrial relations. In line with the 2010-15 knowledge strategy on strengthening capacity to deliver decent work and the Global Jobs Pact, the Global Product will (1) produce evidence-based research; (2) generate knowledge exchange activities; and (3) disseminate knowledge in key areas of the emerging cross-border industrial relations framework with decent work-driven components. The focus will be on specific aspects of global industrial relations such as transnational company agreements and cross-border information, and consultation and employee participation initiatives at the enterprise level. Emphasis will be placed on the impact of these initiatives on global value chains of MNEs, including within export processing zones, thus building on the results of recent policy-related activities organized by the Office⁶.

Communication

Modern communication means (policy briefs, press releases, CD-ROMs, ILO web page, etc.) will be systematically used to promote the role of social dialogue and tripartism as a critical bridge for advancing the implementation of the three other strategic objectives of the ILO and the Global Jobs Pact and, consequently, the Decent Work Agenda in ILO member States. For example, a database will be created in order to host the outputs of the global product on cross-border industrial relations and other research programmes. These resource materials will be made available to ILO tripartite constituents and other potential users such as companies, UN agencies, researchers and industrial relations practitioners. The ITC Turin will be able to draw on these materials in the preparation of relevant courses/training modules for the tripartite constituents.

Technical cooperation

In 2008 and 2009 the ILO managed to initiate cooperative partnerships with new donors on social dialogue and industrial relations in regions such as South-Eastern Europe and Latin America. These links enabled the ILO to mobilize fresh resources, which have all been dedicated to the implementation of decent work country programmes. In 2010-2011, the ILO will intensify its efforts in order to consolidate its links with these new donors and develop new ones, especially with a view to raising funds to help member States implement the Global Jobs Pact within the embrace of the decent work agenda.

Assumptions

The realization of these proposals will depend on the availability of resources and the commitment of tripartite constituents to take on board the policy prescriptions and the technical advice provided by the Office.

Target Country Programme Outcomes 2010-11³

*Countries marked in red represent the overlap with Denmark's priority countries

* Denmark 18 priority countries:							
• Afghanistan	• Burma	• Mozambique	• Somalia				
• Bangladesh	• Cambodia	• Nepal	• Sudan				
• Benin	• Ethiopia	• Niger	• Tanzania				
• Bolivia	• Ghana	• Pakistan					
• Burkina Faso	• Mali	• Palestinian Authority					

12.1. Number of member States that, with ILO support, strengthen social dialogue institutions and mechanisms in line with international labour standards. Target: 10 member States, across all regions

BEN126	Benin	Une charte sur le dialogue sociale est adoptée et mise en œuvre, prenant en compte les questions d'égalité Hommes/Femmes
CHN152	China	Tripartite social dialogue strengthened
COL153	Colombia	Se habrá mejorado el funcionamiento de las subcomisiones departamentales de la Comisión Permanente para la Concertación de Políticas Salariales y Laborales (CPCPSL)
DOM152	Dominican Republic	El Consejo Consultivo de Trabajo (CCT) adopta tripartitamente y ejecuta un plan de fortalecimiento institucional.
SLV151	El Salvador	Institutionalized tripartite consultations in social dialogue, policy coherence and CSR within SADC are strengthened in the context of the DWA.
FJI803	Fiji	Capacities of employers' and workers' organisations are increased to enable them to participate effectively in the development of social and labour policy
GRD851	Grenada	Social dialogue institutions and mechanisms strengthened in line with international labour standards
MKD101	Macedonia	Strengthened tripartism and labour market governance contribute to effective social dialogue and sound industrial relations
OMN127	Oman	Improved functioning of the ESC with more appropriate representativity criteria
PSE127	Palestinian Territory Occupied	Promotion of the social dialogue process to effectively contribute to the development of social and economic policies
SRB102	Serbia	El Consejo Superior del Trabajo (CST) y el Consejo Económico y Social (CES) toma decisiones tripartitas consensuadas de interés nacional
SHA101	Southern Africa	National tripartite committee revitalized and strengthened to ensure engagement of workers' and employers' organizations in social and economic policy dialogue
SWZ126	Swaziland	Establishment of an effective dispute settlement mechanism
TJK803	Tajikistan	Effective Social Dialogue processes and institutions contribute to labour, social and economic policy reform, formulation, implementation and monitoring.
TUR126	Turkey	Increased capacity of EOs & WOs to participate effectively in the development of social and labour policy
ZWE151	Zimbabwe	Facilitate and institutionalize dialogue on socio economic issues including policy formulation and implementation and capacity building of the Tripartite Negotiation Forum

12.2. Number of member States that, with ILO support, strengthen the machinery for collective bargaining and labour disputes settlement, in line with international labour standards, and in consultation with the social partners. Target: 10 member States, across all regions

ARM129	Armenia	A framework for effective social dialogue is established
BHR151	Bahrain	Improved tripartite institutional mechanisms and capacity of social partners to engage in social dialogue
MDG202	Madagascar	Increased capacities of employers' and workers' organisations to participate effectively in the development of social and labour policy
MNE103	Montenegro	L'implication des partenaires sociaux dans le renforcement du dialogue social et du système de représentativité connaît un progrès sensible
SRB102	Serbia	Establishment of an effective labour dispute settlement mechanism
VNM101	Viet Nam	Establishment of an effective dispute settlement mechanism.

³ As per information from IRIS Strategic Management Module, April 2011

5. Outcome 18: International Labour Standards are ratified and applied

The financial and economic crisis which began in 2008 as well as the recent events in the Middle East and North Africa are a powerful reminder that there can be no social justice without social progress. The ensuing social crisis has underscored the need for a robust legal framework to ensure that economic policy supports the aims of social justice. For over 90 years the international legal framework that sets out the conditions of social justice has been framed by International Labour Standards adopted and supervised by the International Labour Organisation (ILO).

International Labour Standards (ILS) are a comprehensive system of instruments on work and social policy to ensure that economic progress goes hand in hand with social progress and with social justice, prosperity and peace for all. With a core of standards on fundamental human progress and thus with social rights and governance, ILS cover issues related to all aspects of the world of work: Freedom of association, non-discrimination, forced labour, child labour, labour inspection and administration, employment promotion, tripartite consultation, conditions of work (wages, working time), employment promotion, occupational safety and health, social security, indigenous peoples, social policy and special categories of workers including seafarers and fishers.

The implementation of ILS rests on the application of the rule of law, backed by a comprehensive supervisory system designed to address problems in their application in law and in practice at the national level. Countries ratifying an ILO Convention have undertaken to regularly report to the ILO supervisory bodies on the measures taken to give effect to the Conventions to which they are party. The supervisory bodies provide comments, conclusions and recommendations and engage in dialogue with the countries concerned on how to strengthen implementation and impact of ILS. Drawing also on comments from national constituents, they provide guidance to find solutions to problems regarding the implementation of standards.

The ILO International Labour Standards Department (NORMES) serves as the secretariat of the supervisory bodies. Through technical assistance, NORMES supports countries' efforts to ratify and implement ILS and to revise their policies, laws and practices to ensure an effective implementation of Standards. In shaping and carrying out these activities, NORMES acts in close collaboration with its ILS Specialists who are deployed in the ILO's Decent Work Teams throughout the world. In the field of capacity building NORMES works closely with the ILO's International Training Centre in Turin (ITCILO), bringing together the technical expertise of NORMES and the ITCILO learning approach.

The challenge is in ensuring comprehensiveness and sustainability of action taken. Many countries, while acknowledging the need to further develop their policies, laws and practice, lack the capacity to do so. As a result, many issues remain unresolved for long periods of time.

The ILO strategy aims intensifying standards-related activities in selected countries; to create global knowledge-sharing products to resolve bottlenecks in the application of standards; and to improve the national capacity to deal with international standards effectively.

The strategy: 'Strengthening the System to Improve the Impact of International Labour Standards'

NORMES is seeking partners to implement a six-year project for "Strengthening the System to Improve the Impact of International Labour Standards" comprising three components:

- 1. Strengthening the capacity of governments, employers' and workers' organizations to ratify and effectively ILS.** Outputs include:

- 25 detailed country profiles established, identifying ILS to be promoted and implementation gaps of ratified ILS.
- Governments, employers' and workers' organizations, labour inspectors, judges, members of parliament and media professionals (among others) are trained and able to use ILS and benefit from the work of the supervisory bodies in their professional activities.
- Governments, employers' and workers' organizations have improved ability to prepare and deliver reports to the supervisory bodies.

2. Mainstreaming ILS in national and international programming processes. Outputs include:

- ILS mainstreamed in 5 national programming processes.
- Elaboration of a Practice Guide on the ILS based approach, the United Nations Development Assistance Framework (UNDAF) and Poverty Reduction Strategy Papers (PRSP) processes for governments and for employers' and workers' organizations.

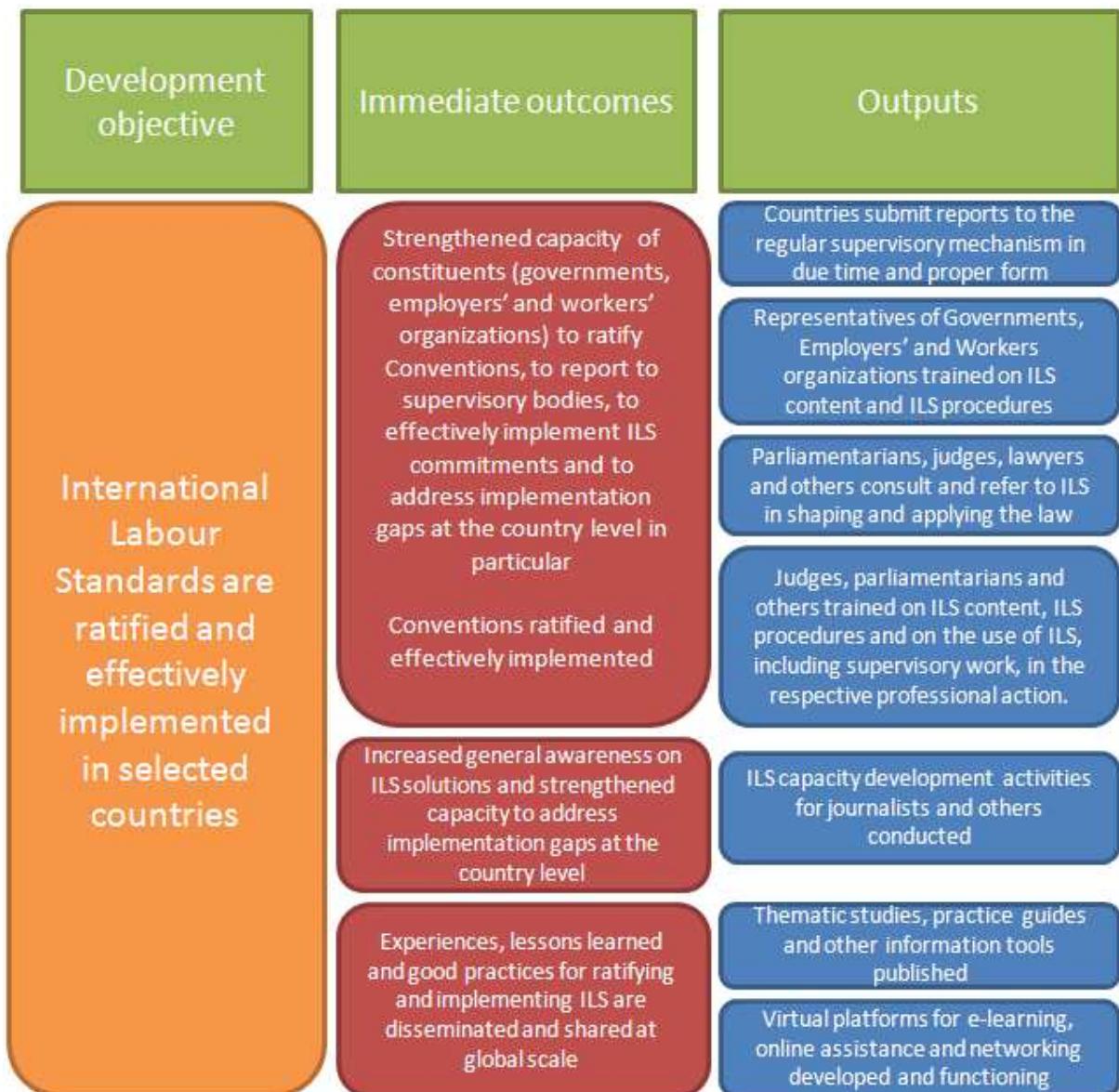
3. Facilitating the sharing of experiences, lessons learned and good practices for implementing ILS on a global scale. Outputs include:

- An annual regional seminar in each of the five regions to share experiences, lessons learned and to devise strategies for enhancing ratification and implementation of ILS.
- Development of thematic studies, practice guides, e-learning tools and other materials concerning International Labour Standards, reporting obligations, and best practices in implementation.

ILO convention on indigenous and tribal peoples: the only international treaties dealing exclusively with the rights of indigenous and tribal peoples

The ILO will continue and scale up its long term focused technical cooperation to promote and implement its Convention No.169 (PRO 169), which is currently the largest global programme on indigenous peoples' rights within the United Nations system. PRO 169 employs more than 20 full time staff members who work specifically on indigenous peoples' rights in more than 22 countries across Latin America, Asia and Africa covering more than 50 millions indigenous peoples. Indeed, indigenous peoples continue to make disproportionate large numbers of those affected by child labour, forced labour, discrimination at work and freedom of association. Furthermore, the United Nations Declaration on the Rights of Indigenous Peoples has proven to be a propelling power to ILO Convention No.169. These two instruments are intertwined and their implementation will be mutually reinforcing and sustaining. The ILO Convention No.169 will lean on the UNDRIP's moral weight to expand in countries that are yet to ratify it; while the UNDRIP will build on, learn and benefit from the ILO Convention No. 169's decades-long experience of implementation across the World. Among the key objectives, the ILO seeks to expand the ratification of ILO Convention No.169 in Africa and Asia, while consolidating gains in Latin America with focus on implementation and monitoring of progress.





Potential impact

Targeting NORMES's action to the needs of Governments and the social partners will yield comprehensive results, essentially through capacity building and enhanced knowledge sharing, reinforced by the multiplier effect created by addressing national actors such as judges, academics, members of parliaments, the media, etc. Commitment by all interested parties will lead to improved results both in the application of International Labour Standards on the national level, as well as to improved reporting capacity of the tripartite social partners.

Addressing the comments of the ILO's supervisory bodies can lead to significant and lasting legal change in the pursuit of social justice. The project will seek to replicate and extend cases of impact by increasing national capacity and engagement with International Labour Standards and, drawing on the ILO's 90 year experience in assisting countries to meet standards, facilitating knowledge sharing among countries that are facing challenges.

By matching the ILS-related components of DWCP's to UNDAF's and PRSP's, synergies with the activities of other UN organizations will be created within the framework of "One UN". Together, all these measures will contribute to promoting the ultimate goal of creating social justice through the rule of law.

ILO as technical Secretariat of the United Nations Indigenous Peoples' Partnership (UNIPP)

The Office continues also forge and strengthen its partnership with regional organizations, research centres, international financial institutions and national development agencies with the view to mainstreaming ILS into their work and procedures. To this end, the ILO played a leading role in the creation and is hosting the Technical Secretariat of the United Nations Indigenous Peoples' Partnership (UNIPP), a joint rights-based initiative with OHCHR, UNDP, UNICEF and UNFPA. UNIPP has now issued its first call for proposals for activities to start in January 2012. The Organisation believes in the contribution of an effective partnership within the United Nations and multilateral system to strengthen its programmes and considers UNIPP as catalytic for generating UN cohesion on indigenous peoples' issues.

Why the ILO

Recent events have highlighted the relevance of the ILO's mandate to promote social justice, freedom and human dignity. The ILO has thus as unique opportunity to support countries seeking to strengthen their democracy and the rule of law through its body of ILS.

International Labour Standards are adopted to address the challenges in the world of work needing a regulatory response evolve from a growing international concern that action needs to be taken on a particular issue. The development of Labour Standards in the ILO is a unique legislative process that involves representatives of governments, workers and employers from around the world. In terms of substance, ILS represent valid solutions to numerous national as well as international problems in the world of work. Ratified ILO Conventions constitute a dynamic mesh of legal obligations whose implementation is continuously monitored by ILO's unique contribution of its independent and tripartite monitoring system.

Given its tripartite structure, i.e., the fact that governments, employers and workers' organizations are all constituents of the ILO, the organization is best positioned to discuss labour rights and support their implementation.

The ILO is committing US\$ 2 million to this initiative from its own funds.

Sustainability

By focusing a large part of its work on the normative level, the results of Strengthening the Standards System to Improve the Impact of International Labour Standards are intrinsically sustainable. The link of the outputs to the supervisory bodies will be a key factor in this regard, i.e., project outputs such as Conventions ratified or legislation adopted are linked to a permanent mechanism that ensures dialogue and follow up with countries. Furthermore, the inclusion of actors in addition to the ILO's traditional tripartite constituents (academics, members of parliaments, media etc.) will help in anchoring ILS in the social tissues of the countries concerned.

Under Component 2, the integration of outcomes into the ongoing processes related to DWCPs, UNDAFs and PRSPs will also ensure the sustainability of the project's achievements.

Target Country Programme Outcomes 2010-11⁴

*Countries marked in red represent the overlap with Denmark's priority countries

* Denmark 18 priority countries:							
• Afghanistan	• Burma	• Mozambique	• Somalia				
• Bangladesh	• Cambodia	• Nepal	• Sudan				
• Benin	• Ethiopia	• Niger	• Tanzania				
• Bolivia	• Ghana	• Pakistan					
• Burkina Faso	• Mali	• Palestinian Authority					

18.1. Number of member States that, with ILO support, take action to apply international labour standards, in particular in response to issues raised by the supervisory bodies. Target: 55 member States

BHR826	Bahrain	Strengthened capacity MS ratify & apply ILS
BOL137	Bolivia	Representantes del gobierno, del Congreso, del poder judicial y de las organizaciones Indígenas estarán capacitados para poner en práctica el C169 y los pronunciamientos de los órganos de control de la OIT
SYA826	Central Africa	strengthened capacity MS ratify & apply ILS
COL107	Colombia	Al final del bienio, un mínimo de dos universidades del país contarán con las herramientas para incluir las NITs en su currículo de derecho laboral
COL106	Colombia	La escuela judicial de Colombia habrá incluido las NITs en su programa regular de capacitación y fortalecido las competencias de sus formadores en NITs
COM153	Comoros	Le plus grand nombre d'acteurs est sensibilisé sur les normes internationales du travail.
CRI101	Costa Rica	El país adecua y mejora la aplicación de la legislación laboral nacional, particularmente referida a los Convenios Fundamentales y Prioritarios de la OIT.
DOM101	Dominican Republic	El país adecua y mejora la aplicación de la legislación laboral nacional, en particular aquella referida a los Convenios Fundamentales y Prioritarios de la OIT.
ECU156	Ecuador	Se habrá construido participativamente una propuesta de reforma legal que incluya la promoción del trabajo juvenil decente en la normativa laboral
ECU132	Ecuador	Ministerio de Trabajo capacitado para mejorar la calidad de sus memorias sobre convenios ratificados
ECU133	Ecuador	Representantes del gobierno, del Congreso, del poder judicial y de las organizaciones Indígenas estarán capacitados para poner en práctica el C169 y los pronunciamientos de los órganos de control de la OIT
GHA826	Ghana	Strengthened capacity of MS to ratify & apply ILS and to fulfil reporting obligations
GTM103	Guatemala	El país ejecuta acciones tendientes a mejorar la aplicación del Convenio 169, a partir de las observaciones de la CEACR
GTM104	Guatemala	El país mejora la aplicación de la legislación laboral en concordancia con las NIT's, en particular con los convenios Fundamentales y prioritarios, como respuesta a la Verificación de la OIT a los compromisos del Libro Blanco
HTI101	Haiti	Unidad de asuntos internacionales del Ministerio de Asuntos Sociales y Trabajo (MAST) cumple obligaciones constitucionales de la OIT.
JOR151	Jordan	National legislations revised in line with international labour standards and the comments of the ILO Committee of Experts on the Application of Conventions and Recommendations
KWT826	Kuwait	Strengthened capacity MS ratify & apply ILS
LBN826	Lebanon	Strengthened capacity MS ratify & apply ILS
LBR826	Liberia	Strengthened capacity MS ratify & apply ILS
MKD826	Macedonia	Strengthened capacity MS ratify & apply ILS
MWI826	Malawi	Strengthened capacity MS ratify & apply ILS
MEX826	Mexico	Strengthened capacity MS ratify & apply ILS
MNG127	Mongolia	Increased capacity to ratify and apply ILS and fundamental principles and rights at work
NIC101	Nicaragua	El país mejora el cumplimiento de la legislación laboral nacional, en particular aquella referida a los convenios fundamentales y prioritarios de la OIT.
PER141	Peru	Organizaciones de trabajadores y empleadores capacitadas para utilizar mejor los procedimientos normativos de la OIT y participar mejor en el sistema normativo

⁴ As per information from IRIS Strategic Management Module, April 2011

PER140	Peru	Representantes del gobierno, del Congreso, del poder judicial y de las organizaciones Indígenas estarán capacitados para poner en práctica el C169 y los pronunciamientos de los órganos de control de la OIT
PER139	Peru	Un mínimo de dos instituciones de formación de juristas habrán incluido las normas internacionales del trabajo en su programa regular de capacitación
PHL826	Philippines	Strengthened capacity MS ratify & apply ILS and fulfil reporting obligations
ROU826	Romania	Strengthened capacity MS ratify & apply ILS
STP826	Sao Tome and Principe	Strengthened capacity MS ratify & apply ILS
SRB826	Serbia	Strengthened capacity MS ratify & apply ILS
SYC151	Seychelles	Labour laws compatible with International Labour Instruments reviewed and compiled.
LKA826	Sri Lanka	Strengthened capacity of MS to ratify & apply ILS and to fulfil reporting obligations
UKR826	Ukraine	strengthened capacity MS ratify & apply ILS

18.2. Number of member States where, through ILO support, the principles and rights contained in international labour standards are incorporated in development assistance frameworks or other major initiatives. Target: 5 member States

IDN826	Indonesia	Strengthened capacity MS ratify & apply ILS
IRQ826	Iraq	Strengthened capacity MS ratify & apply ILS
LBN827	Lebanon	Enhanced capacity to integrated ILS reporting as part of the UPR process
URY102	Uruguay	Actores gubernamentales y sociales y de la justicia capacitados en la NIT para su aplicación efectiva

18.3. Number of member States that, with ILO support, improve ratification of up to date Conventions to include at least the instruments classified as core labour standards, as well as those regarded as most significant from the viewpoint of governance. Target: 5 member States

BOL136	Bolivia	Representantes del Congreso y del Min. Trab. estarán informados sobre los alcances del C144 y otros convenios en vista de su eventual ratificación
HRV826	Croatia	Strengthened capacity MS ratify & apply ILS
FJI826	Fiji	Strengthened capacity of MS to ratify & apply ILS and to fulfil reporting obligations
KIR826	Kiribati	Strengthened capacity of MS to ratify & apply ILS and to fulfil reporting obligations
SGP826	Singapore	Strengthened capacity MS ratify & apply ILS and fulfil reporting obligations

18.4. Number of member States that have a Decent Work Country Programme which includes a normative component among the national priorities established by the tripartite constituents. Target: 15 member States

BGD826	Bangladesh	Strengthened capacity of MS to ratify & apply ILS and to fulfil reporting obligations
BOL134	Bolivia	El Mintrab habrá institucionalizado la preparación de memorias sobre convenios ratificados, recuperado por completo el atraso actual del calendario regular de envío de memorias, se preparan informes de mejor calidad
BOL135	Bolivia	Las instituciones de formación de juristas que han colaborado con el proyecto PATD (incluida la Academia de la Magistratura) contarán con las herramientas para incluir las NITs en su currículo de derecho laboral
BRA151	Brazil	The implementation of ILO international labour standards and fundamental principles and rights at work is promoted, in collaboration with tripartite constituents.
CHL103	Chile	Mayor difusión de las normas internacionales del trabajo, como los convenios fundamentales y prioritarios alcanzada y reflejada en la práctica judicial a nivel nacional
COM154	Comoros	Les normes internationales du travail sont appliquées, et le Code du Travail et autres textes législatifs sont révisés en conséquence.
EGY826	Egypt	Strengthened capacity MSs ratify & apply ILS and fulfil reporting obligations
ETH101	Ethiopia	Enhanced application of labour standards and fundamental rights at work
JOR826	Jordan	Strengthened capacity of member States to ratify and apply international labour standards and to full fill their reporting obligations
KAZ101	Kazakhstan	Promotion of ratification of ILO C95, C102 , C131, C155, C187, C183, C97 and C143 is facilitated
KIR126	Kiribati	Significant progress in the application in law of the Fundamental Conventions and the ILS.
MHL102	Marshall Islands	Ratification of Fundamental Conventions and significant progress in the application in law of the Fundamental Conventions and the ILS
MOZ826	Mozambique	Strengthened capacity MSs ratify & apply ILS and fulfil reporting obligations

NPL826	Nepal	Strengthened capacity MS ratify & apply ILS
OMN826	Oman	Strengthened capacity MS ratify & apply ILS
PNG826	Papua New Guinea	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations
PRY152	Paraguay	Comisión Nacional para la Promoción de los Derechos Fundamentales (incluyendo reforma laboral y erradicación del trabajo forzoso) en funcionamiento
RUS101	Russian Federation	International labour standards are ratified and broadly applied as a priority under the Programme of Cooperation.
VCT827	Saint Vincent and the Grenadines	St Vincent and the Grenadines has a work programme that includes a normative component
WSM101	Samoa (Western)	International Labour Standards are broadly ratified and significant progress is made in their application.
SLB826	Solomon Islands	Strengthened capacity MS ratify & apply ILS
TUV826	Tuvalu	Strengthened capacity MS ratify & apply ILS
VUT826	Vanuatu	Strengthened capacity of MS to ratify & apply ILS and to fulfil reporting obligations
YEM826	Yemen	Strengthened capacity MS ratify & apply ILS