

Toolkit for Mainstreaming Employment and Decent Work

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Second edition 2007

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Toolkit for mainstreaming employment and decent work/United Nations System Chief Executives Board for Coordination
Geneva, International Labour Office, First edition 2007

ISBN: 978-92-2-120331-5 (print)
978-92-2-120332-2 (web pdf)

United Nations System Chief Executives Board for Coordination; International Labour Office
guide/decent work/promotion of employment/UN and specialized agencies/interagency cooperation/technical cooperation. 13.01.1

ILO Cataloguing in Publication Data

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Contents

INTRODUCTION	i
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SELF-ASSESSMENT CHECKLIST

A	EMPLOYMENT CREATION AND ENTERPRISE DEVELOPMENT	1
A1	Promoting employment-rich and pro-poor economic growth	2
A2	Promoting productivity	3
A3	Promoting an enabling macroeconomic environment for jobs	4
A4	Investment	6
A5	Promoting entrepreneurship and an enabling environment for enterprises	7
A6	Trade and employment	9
A7	Sectoral policies	10
A8	Human resources development	11
A9	Technology and employment	14
A10	Local economic development	15
A11	Labour market policies	16
A12	Incomes from employment	17
A13	Youth employment	18
A14	Crisis response	19
A15	International migration	21

B	SOCIAL PROTECTION	25
B1	Policies for social protection	25
B2	Protection from risks	26
B3	Safety in the workplace	28
B4	Health and work	29
B5	Fair conditions at work	30
B6	Pension systems	32

C	STANDARDS AND RIGHTS AT WORK	35
C1	Fundamental principles and rights at work	36
C2	Freedom of association	39
C3	Abolition of forced labour	40
C4	Elimination of child labour	41
C5	Non-discrimination	43
C6	Application of international labour standards	45

D	GOVERNANCE AND SOCIAL DIALOGUE	49
D1	Promoting good governance: Labour law and institutions	49
D2	Strengthening and involving social partners and promoting social dialogue	52

ANNEX

GUIDELINES FOR SELF-ASSESSMENT	55
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Introduction

Contents:

- Background and mandate
- Conceptual approach and definitions
- Purpose and contents of the Toolkit
- Format and proposed use of the Toolkit
- Audience of the Toolkit
- Implementing the Toolkit: future steps

Background and mandate

At the 2005 World Summit of the United Nations General Assembly, Heads of State and Government of more than 150 countries made a commitment to implement a wide-ranging international agenda requiring global, regional and national action. In paragraph 47 of the 2005 World Summit Outcome, they declared:

“We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals.”¹

This commitment was reaffirmed in July 2006 at the high-level segment of the substantive session of the United Nations Economic and Social Council on the theme “Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development”. Deliberations culminated in a Ministerial Declaration in which the participating ministers and heads of delegation recognized the Decent Work Agenda as an important instrument for achieving the objective of full and productive employment and decent work for all and resolved to make that objective central to their relevant national and international policies and national development strategies, as part of their efforts to achieve the internationally agreed development goals, including poverty eradication and other key development objectives.² They consequently requested the whole multilateral system, including the funds, programmes and agencies of the United Nations system, and invited international financial institutions and the World Trade Organization (WTO) to support efforts to mainstream the goals of full and productive employment and decent work for all in their policies, programmes and activities.

¹ General Assembly resolution 60/1 of 16 September 2005.

² Report of the Economic and Social Council for 2006 (A/61/3).

Full and productive employment and decent work for all have thereby acquired a central place in international and national policy-making. They are recognized as indispensable for economic growth, social cohesion and poverty eradication and are thus an essential element of sustainable development.

The entire United Nations system has been called upon to support countries in their efforts to give effect to their commitment to employment and decent work for all. In order to assist the member agencies of the United Nations System Chief Executives Board for Coordination (CEB) in this endeavour, the High Level Committee on Programmes (HLCP) of the CEB decided to develop a Toolkit for Mainstreaming Employment and Decent Work. The ILO was asked to take the lead in developing the Toolkit in collaboration with interested agencies and in consultation with all members of the HLCP. Paragraph 36 of the Ministerial Declaration adopted by the Economic and Social Council encouraged all relevant agencies “to collaborate actively in the development of the toolkit for promoting decent work that is currently being developed by the International Labour Organization”.

A first draft of the Toolkit was submitted by the ILO to the HLCP at its 12th session, held on 29 and 30 September 2006 in Rome. The HLCP welcomed the approach taken and requested the ILO to finalize the Toolkit in consultation with the members of the HLCP and the CEB. A second draft was prepared on the basis of comments and suggestions received from members both in writing and in face-to-face consultations. That draft was circulated to all CEB members for further comments and amendments before it was submitted for final review by the HLCP at its 13th session, held on 20 and 21 March 2007 in Rome. The HLCP welcomed and endorsed the Toolkit and submitted it for endorsement by the executive heads of all member agencies of the CEB. Consequently, the CEB adopted the Toolkit at its April 2007 session, held in Geneva.

Conceptual approach and definitions

Decent work has been defined by the ILO and endorsed by the international community as being productive work for women and men in conditions of freedom, equity, security and human dignity. Decent work involves opportunities for work that is productive and delivers a fair income; provides security in the workplace and social protection for workers and their families; offers better prospects for personal development and encourages social integration; gives people the freedom to express their concerns, to organize and to participate in decisions that affect their lives; and guarantees equal opportunities and equal treatment for all.

The Decent Work Agenda is a balanced and integrated programmatic approach to pursuing the objectives of full and productive employment and decent work for all at the global, regional, national, sectoral and local levels. It comprises four pillars, namely:

- employment creation and enterprise development;
- social protection;
- standards and rights at work;
- governance and social dialogue.

Decent work is a clearly defined universal and indivisible objective, based on fundamental values and principles. While, in operational terms, it is an evolving target, changing to reflect varied national and local situations and taking due consideration of different levels of development and national capacity, its integrated and balanced nature cannot be compromised. The Decent Work Agenda combines policies under its four pillars to maximize the synergies among those pillars as they apply to different policy levels and

concrete situations. All dimensions need to be considered. There is no question of “picking and choosing” some components at the expense of others.

Such an integrated approach combines macro and micro policies, measures relating to demand and supply, enterprise development, and quantitative as well as qualitative aspects of employment. Policies, strategies, programmes and activities must target specific disadvantaged or marginalized groups, such as older workers, persons with disabilities, indigenous peoples and workers in the informal economy and in agriculture.

Making the goal of decent work for all a central objective of relevant national and international policies, as well as of national development strategies, entails activities by all actors (agencies, local and national governments, workers, employers, community-based organizations and donors) at the macro and micro levels to stimulate the creation of new jobs and the improvement of existing ones and to promote better opportunities for women, young people and all vulnerable populations. The mainstreaming of employment and decent work requires an integrated approach to be adopted by all stakeholders, irrespective of their mandates and concrete activities.

Real respect for national ownership is critical in applying the Decent Work Agenda at the country level. Policies and strategies must be tailored, mixed and sequenced to respond to the particular needs of countries – after all, one size does not fit all. In the context of globalization, it is obviously important to “think global” and to take account of how changes in global markets, financial and trading systems and science and technology and economic, social and cultural developments affect jobs, employability and workers’ security in different parts of the world. At the same time, it is important to be prepared in institutional and legislative terms at the national level. While it is necessary to create a global environment that is conducive to employment and decent work, it is also necessary to stimulate and support action at the local and community levels, in order to benefit the majority of the workforce in countries at all stages of development, in particular in developing countries where emphasis should be placed on the need to upgrade the informal economy, the rural agricultural sector and micro and small enterprises.

Purpose and contents of the Toolkit

Its multifaceted nature and emphasis on the centrality and universality of human productive activity means that the Decent Work Agenda connects, interacts and intersects with major areas of economic and social policy and also with the issues of human rights, poverty reduction, economic growth, social integration and cohesion, democracy, security, sustainable development and practically all sectoral policies which fall within or cut across the responsibilities and mandates of different parts of the multilateral system, including the Secretariat, funds, programmes and specialized agencies of the United Nations, the Bretton Woods institutions and the WTO.

The Toolkit for Mainstreaming Employment and Decent Work will be instrumental in fostering greater policy coherence and convergence across the broad range of interlinked actions of the multilateral system, in line with the international agenda agreed globally and subscribed to by all countries.

The Toolkit is designed to be a “lens” that agencies can look through to see how their policies, strategies, programmes and activities are interlinked with employment and decent work outcomes and how they can enhance these outcomes by taking full account of the implications of their policies, strategies, programmes and activities for employment and decent work during the design stage and while advising and assisting countries and constituents with regard to their adoption and implementation. The approach of the Toolkit

is very similar to that adopted during the gender mainstreaming process in that it provides the user with a checklist of questions to raise awareness of the interlinkages between decent work and the different themes and policy domains of the respective agencies.

The objective of the Toolkit is to facilitate the assessment of linkages and the realization of the potential contribution of the policies, strategies, programmes and activities of the international agencies, individually and collectively, in terms of their employment and decent work outcomes.

The Toolkit contains a list of key questions organized according to the four pillars of the Decent Work Agenda, to guide the agencies in:

- determining whether their policies, strategies, programmes and activities may affect employment and decent work outcomes in their different dimensions at the global, regional, country, sectoral and local levels;
- exploring how the effects of these policies, strategies, programmes and activities are, or could be, taken into account or assessed in a more systematic way; and
- promoting concrete ways to optimize employment and decent work outcomes in their policies and operations, ideally at the design stage.

Each agency has its own mandate, goals and strategies and therefore approaches the issue of mainstreaming employment and decent work from a different perspective. While the Toolkit covers a range of issues applicable to various mandates and areas of action, it does not claim to be exhaustive. The self-assessment checklist embedded in the Toolkit is indicative of the type of questions that the agencies, or different units within them, would ask themselves to assess and maximize the impact of their policies, strategies, programmes and activities on employment and decent work. Many of the questions focus on empirical evidence collected in the field, the technical work of the ILO and insights derived from the ILO's tripartite constituents, namely governments, workers and employers. The Toolkit will be improved and modified in the future to take account of new evidence and feedback from other international agencies. It will be possible to introduce further layers of technical refinement to elaborate on specific sectors, shed light on additional issues or highlight linkages and synergies between policy areas. In sum, it is hoped that this Toolkit will provide a starting point for a fruitful process of information exchange to achieve coherence in policy advice regarding decent work by mainstreaming it into the common development agenda of the multilateral system.

Each agency should be able to determine whether or not the policy areas addressed under the headings of each major section of the Toolkit are relevant to their particular mandate. In the future, a matrix could be drawn up to show the main intersections between agency mandates and the decent work elements underpinning them. This would facilitate the swift identification of key linkages and make the Toolkit more interactive and user-friendly. It should be noted, however, that all areas of agency activity touch in one way or another upon the issues of employment and decent work. As the linkages could be direct and evident in some cases and indirect and less apparent in others, the users of the Toolkit are strongly recommended to read all questions carefully and reflect on them at length before focusing on those that require the most immediate action by their agency.

In order to facilitate the process of identifying linkages between policy areas, each section is preceded by a brief introductory text. In addition, many of the sets of questions are followed by boxes containing text describing possible linkages between employment and decent work and the agendas of different agencies. These boxes also provide examples that reinforce the need to mainstream employment and decent work.

Experience shows that “retrofitting” social and labour policies is both costly and has a low rate of success. Ideally, therefore, agencies will use the checklist to consider the impact

of policies and programmes on employment and decent work *ex ante* rather than *ex post*. The challenge is to engender a paradigm shift in our thinking so that we consider the employment and decent work outcomes of our policies and programmes *before* we design them so as to minimize the adverse impacts and maximize the positive outcomes. This is a challenge that was also faced during the process of gender mainstreaming, but that has been gradually overcome, as the “gender lens” is now routinely used in policy and programme development.

Format and proposed use of the Toolkit

The present format of the Toolkit is a diagnostic questionnaire aimed at identifying linkages and potential for synergies. The Toolkit is divided into sections, to reflect the four pillars of the Decent Work Agenda, each of which is assigned a different colour to facilitate its identification (pink for employment creation and enterprise development; green for social protection; yellow for standards and rights at work; and orange for governance and social dialogue). The four pillars are not separate but form part of an integrated approach; there are, therefore, overlaps. The length of each section is not indicative of the weight given to each pillar of decent work. Rather, certain elements (such as social dialogue and the involvement of tripartite partners in devising policies and programmes) are mainstreamed into other parts of the Toolkit. In the same vein, the checklist of questions in the Toolkit stresses not only the quantitative but also the qualitative dimensions of work and applies a “gender equality lens” throughout.

In its present format, the Toolkit is a master document in the form of a “toolbox”, which is to be expanded, deepened and tailored by each agency or group of agencies according to specific fields of intended application. The Toolkit has been designed as a tree of resources to which relevant existing or newly developed tools including international and national standards, instruments, knowledge, policies, data, best practices and lessons from experience can progressively be added. This Toolkit can thus be seen as an evolving “open source” document to be continually enhanced, unfolded and extended by all interested agencies and their respective constituents, partners and counterparts.

A web site is being created for this purpose under the CEB domain where the current version of the Toolkit is displayed and an interactive platform is being constructed and will continuously be improved to enable all agencies to post or link their relevant existing tools and best practices and to engage in discussions on issues that call for policy synergy, research, data collection, analysis, and the joint development of new tools and cooperative action. The ILO is available to provide the necessary technical support to these efforts, but ultimately it is up to each agency to make effective use of the Toolkit to mainstream decent work concerns into all relevant dimensions of their mandate and action.

Audience of the Toolkit

The Toolkit aims to promote coherence and capture synergies for enhancing the role of the CEB member agencies in the promotion of decent work for all through their own action at the global, regional and country levels. As such, it is addressed to the staff of the CEB member agencies at headquarters and in the field. More specific audiences can be identified for future versions of the Toolkit, tailored for particular areas of application. The indirect beneficiaries of the application of this Toolkit by CEB member agencies, and of its future extensions, will in fact be the national constituents and target groups of each and every

agency, and ultimately the people of the world who have the legitimate aspiration of a fair chance to a decent job.

Implementing the Toolkit: Future steps

The overall objective of the Toolkit is to mobilize synergies and to enhance the employment and decent work impact of CEB member agencies as a contribution towards a system-wide coherent approach to the implementation of the 2005 World Summit Outcome. As part of the effort to reform the United Nations and realize the goal of “One United Nations”, the Toolkit with its web site is also a means to share knowledge efficiently and systematically, to identify policy synergies, to avoid overlaps, to promote policy dialogue and thus to focus inter-agency cooperation around a shared international development agenda. Fostering policy coherence in the advice provided to our respective constituents improves overall efficacy.

Future efforts to expand and implement the Toolkit ought to exploit this potential fully. In this sense, the present version of the Toolkit should be considered as a first step. Its application in the agencies will result in an internal assessment and discussion of how their policies, strategies, programmes and activities in their substantive thematic areas (education, health, rural development, trade, etc.), relate to employment and decent work outcomes. This process in itself can lead to adjustments to seize opportunities for synergies and mobilize untapped potential.

Suggestions for potential ancillary and additional steps emerged during the consultations carried out by the ILO team with some of the CEB member agencies on the draft version of the Toolkit. The following list of next steps draws on these suggestions and on the proposals made in that draft:

1. **Monitoring and evaluation of institutional self-assessment:** The application of the Toolkit by interested agencies will shed light on its actual and potential relevance and usefulness and will reveal its shortcomings and areas for improvement. Dialogue with agencies and lessons learned from the application of the Toolkit and the evaluation of its results will be crucial for identifying areas for policy synergies and cooperation and for further clarification and analytical work to underpin policy and programme development. The Ministerial Declaration adopted by the Economic and Social Council in 2006 requested the ILO to support its sister agencies in their efforts to mainstream employment and decent work and to develop time-bound action plans to 2015, in collaboration with all relevant parties. It is expected that the Toolkit will be a useful instrument for that purpose.
2. **Awareness-raising and capacity building in agencies:** As the agencies become more aware of the connections between their policies, strategies, programmes and activities and decent work, there may be need for capacity building. The self-assessment by agencies on the basis of the Toolkit is itself a process of capacity-building and knowledge generation on decent work issues and on how those issues relate to the overall work of the system. This process can be complemented by activities to raise awareness among and provide training for the staff of interested agencies from headquarters or the field, on employment and decent work issues. The ILO is willing to engage with interested United Nations agencies in policy dialogue and training workshops to build such capacity. Many agencies may wish to share with others their own useful tools and knowledge by becoming a part of this joint capacity-building process.

3. **Pooling of relevant tools and resources:** Parallel and supplementary to the joint capacity-building activities, the pooling of all relevant tools and resources around the existing questions on the Toolkit web site is an important step in order to take stock of existing knowledge and policy tools, to identify knowledge gaps and to detect the need for new tools so as to integrate employment and decent work outcomes soundly and effectively into the work of the multilateral system. Existing tools collected from interested agencies would then be grouped around the existing questions on the Toolkit web site and supplemented by new knowledge and tools, as new questions and needs arise and as gaps are filled. A valuable by-product of this phase would be mutual learning and effective knowledge sharing, which would contribute to the elimination of overlaps or “reinventions of wheels” in the work of the multilateral system and to the creation of policy synergies.
4. **Joint development of policies and operational tools:** One idea that has emerged is that of establishing clusters of agencies around certain themes that have a bearing on employment and decent work and jointly developing policies and operational tools to improve the decent work outcomes of programmes and activities around these themes. This would of course require joint analytical work, which would then be translated into policy development and tools to be posted and shared widely on the Toolkit web site. As the questions in the Toolkit suggest, a variety of specific instruments and methodologies can be used to assist countries in optimizing employment creation and decent work, depending on the specific area of application or policy intervention: education and skills development, macroeconomic or trade policies, enterprise development, social protection, good governance and social dialogue, etc. There is scope for research and development of such area-specific tools in the ILO and outside. There is also scope for developing agency-specific tools, if demand for these arises.
5. **Branching out with tailor-made versions of the Toolkit:** The present “master” version of the Toolkit is intended to be used for the primary assessment of basic tools for broad institutional use by each member agency of the CEB. More specific applications may be needed as agencies determine more precise linkages and areas of interest and identify the relevance and applicability of decent work to their respective mandates and concerns. Therefore, a number of tailor-made versions are suggested below for successive developments of the Toolkit, or of derived versions of it, such as:
 - Sector-specific toolkits: primarily for the use of sectorally-focused member agencies of the CEB;
 - Cluster-specific toolkits: for the use of groups of agencies seeking further policy synergies in their interlinked areas of action;
 - Country-focused toolkits: primarily for the use of United Nations country teams and in integrated development frameworks for international cooperation at the country level;
 - Country-specific toolkits: for use by national constituents and counterparts to international agencies in designing and implementing national development strategies and plans;
 - Thematic toolkits: for use in specific areas of work requiring deeper understanding and improved employment and decent work outcomes (i.e. crisis and reconstruction).

- 6. Development and test application at the country level:** At a time of United Nations reform in which all agencies of the system are striving to work together in a coordinated and coherent manner at the country level, the Toolkit and its extensions could serve on a priority basis as a framework for joint programming by the United Nations agencies in specific national contexts and could jointly be adapted to national circumstances and needs. A few countries could be selected for testing to determine how a joint assessment could be carried out on the employment and decent work impact of United Nations system activities in a country. The respective United Nations country teams could work together in developing and testing a country-focused toolkit in their operations. It would be especially interesting to carry out this exercise in some of the “One United Nations” pilot countries. Likewise, an area-specific or agency-specific tool, if developed as a spin-off product of the Toolkit through the process described above, could be tested in selected pilot countries to maximize its relevance to national contexts and needs.

The follow-up steps to the present Toolkit listed above illustrate the potential of the Toolkit for generating a virtuous circle of exchange and interactions between the CEB member agencies that would help to “deliver as one” in terms of substance on our commitment to our constituents in serving them in their difficult path to the implementation of the 2005 World Summit Outcome and the Ministerial Declaration of the Economic and Social Council with a view to achieving the internationally agreed goals including the Millennium Development Goals.

It is proposed that a Working Group be established with interested members of the CEB to oversee and coordinate the steps suggested above and further develop the Toolkit to its full potential.

This Toolkit, once fully developed and applied as indicated above, will represent the first CEB system-wide approach to the implementation of a commitment made at the 2005 World Summit. Moreover, it will serve as a practical example of how a global issue can be worked into the country level agenda. This initiative could, as such, be replicated in other areas of system-wide relevance in order to strengthen the coherence of the multilateral system’s policies and the convergence of its activities. This should, therefore, provide important lessons for the drive towards the “One United Nations” concept called for by the High-Level Panel on United Nations System-wide Coherence.

SELF-ASSESSMENT CHECKLIST

A

EMPLOYMENT CREATION AND ENTERPRISE DEVELOPMENT	1
A1 Promoting employment-rich and pro-poor economic growth.....	2
A2 Promoting productivity.....	3
A3 Promoting an enabling macroeconomic environment for jobs	4
A4 Investment	6
A5 Promoting entrepreneurship and an enabling environment for enterprises	7
A6 Trade and employment.....	9
A7 Sectoral policies.....	10
A8 Human resources development	11
A9 Technology and employment	14
A10 Local economic development.....	15
A11 Labour market policies.....	16
A12 Incomes from employment	17
A13 Youth employment.....	18
A14 Crisis response	19
A15 International migration	21

A Employment creation and enterprise development

Every area of intervention by international organizations and the policies, strategies, programmes and activities of these organizations to assist member States in the implementation of their commitments inevitably have a direct or indirect impact on the functioning of the labour market.

Irrespective of their nature or mandates, all organizations, through their activities, have an impact on employment: on the number and quality of jobs generated, destroyed or changed; on production dynamics; on work organization in the public and private sectors; on the financial, commercial and technological environment in which the related economic activity is undertaken and on working conditions of workers concerned.

When an organization takes a decision on such issues as:

- carrying out an education or health reform;
- engaging in an infrastructure project;
- acting on a natural disaster or armed conflict;
- introducing new technologies in agriculture, manufacturing or tourism;
- suggesting alternative energy or communications systems;
- advising on macroeconomic aspects;
- introducing poverty reduction schemes;
- promoting food security;
- addressing environmental sustainability;
- dealing with HIV/AIDS;
- preventing drug abuse and crime;
- promoting a population policy;
- protecting a heritage site;

the issues of employment and its quality should be dealt with. If this critical dimension is not addressed, the whole international system would be missing an opportunity to make a significant contribution to the achievement of the common goals of economic growth, poverty reduction and social cohesion in member States.

Pursuing, assessing and measuring employment and decent work outcomes in each area of international cooperation and maximizing the potential of employment and decent work are indispensable to the joint pursuit of the common goal.

More information on employment and the Decent Work Agenda can be found at:

<http://www.ilo.org/public/english/employment/>

A1 Promoting employment-rich and pro-poor economic growth

All international organizations, even those that do not deal directly with economic and financial issues, are expected to promote, contribute to or at least not to undermine economic growth and self-reliance in countries. Economic growth nevertheless does not necessarily translate into job creation or more employment opportunities for the poor and excluded. Deliberately integrating the employment growth dimension into economic growth policies and measures helps to maximize the benefits for the people and the sustainability of economic growth itself.

		Yes	No
1.1	Does your agency directly or indirectly promote economic growth through its policies, strategies, programmes and activities?		
1.2	Does it explicitly consider the impact of such growth on employment creation?		
1.3	Do policies, strategies, programmes and activities put a deliberate emphasis on “job-rich growth”, i.e. a pattern of economic growth that generates employment and improves the quality of jobs (decent work)?		
1.4	In designing, implementing and monitoring such policies, strategies, programmes and activities, does your agency engage in dialogue with employers’ and workers’ organizations to analyse their potential impact on the world of work?		
1.5	Do policies, strategies, programmes and activities give priority or special attention to “pro-poor growth”, i.e. a pattern of economic growth that targets the poor in urban and rural areas?		
1.6	Do they explicitly take into consideration the links between poverty reduction and quality employment generation?		
1.7	Do they explicitly consider not just the number but also the quality of jobs created (i.e. income level, working conditions, social security coverage)?		
1.8	Are they helping to make employment a central goal of national development strategies?		
1.9	Is this reflected in the integration of employment into common international development frameworks, such as the United Nations Development Assistance Framework (UNDAF), country assistance frameworks and Poverty Reduction Strategy Papers (PRSPs)?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Globally, economic growth has accelerated in the last two decades in both the developing and industrialized world. The net creation of employment has, however, been quite disappointing. While emerging as a priority issue in public opinion polls worldwide, the availability of jobs for all those who want to work is not keeping pace with economic growth.

For example, although their economies were growing at about the same rate (annual GDP growth of 4 per cent) between 1999 and 2003, the percentage point change in the number of employed persons associated with each 1 per cent of GDP growth was 0.91 in Algeria, 0.43 in Hong Kong, 1.07 in Jordan, 0.28 in Morocco, 0.63 in Pakistan, 0.32 in Puerto Rico and 0.85 in Trinidad and Tobago.

There is a need to consider why employment growth associated with 1 per cent of output growth varies so widely and to find ways to increase the employment intensity of growth.

In formulating poverty reduction strategies in countries to achieve the Millennium Development Goals, a significant effort has been made to develop tools to define priorities and actions at the local and national levels. Although it is obvious that employment issues are key to poverty alleviation, poverty reduction strategies often do not address employment, but focus more on direct transfers and related concerns. There is a need for these strategies to take into account the importance of income generation through decent work as a means of triggering poverty alleviation mechanisms. Poverty Reduction Strategy Papers (PRSPs) and the United Nations Development Assistance Framework (UNDAF), as well as other integrated frameworks for international cooperation, are tools that help countries in defining priorities and action plans for poverty alleviation and should be explicit in dealing with employment and decent work.

For more information please refer to:

http://www.ilo.org/public/english/bureau/integration/download/tools/6_3_107_prsrefmanual.pdf

A2 Promoting productivity

Most areas of international intervention have a bearing on productivity in the economic and social sectors. As productivity is not necessarily an explicit objective of such intervention, the impact on productivity gains or losses often goes unnoticed. At the macro, meso and micro levels, however, policies, strategies, programmes and activities undertaken by international organizations can be designed to optimize productivity outcomes and have a positive impact on employment in the countries concerned.

In some international organizations, mandates are clearly related to productivity (e.g., in the fields of education, agriculture, manufacturing, trade and communications) but in others the link is more difficult to recognize (e.g., in the fields of tourism, health, climate, crisis response and migration). In each of the organizations' mandates, the promotion of productivity with a decent work "lens" should be considered.

		Yes	No
2.1	Are your agency's policies, strategies, programmes or activities designed to have an impact on productivity in the areas concerned and are they designed to measure that impact?		
2.2	Do they explicitly consider the relation between productivity and its potential or actual effects on employment growth, job creation and destruction?		
2.3	Do they give specific priority to avoiding possible harmful effects on employment or changes in productivity?		
2.4	Do they address the issue of how productivity gains are distributed and benefit not only the employers but also the workers?		
2.5	Do they address the issue of how to enhance labour productivity in rural areas?		
2.6	Are consultations held with workers' or employers' organizations or other relevant stakeholders when dealing with possible consequences of these policies, strategies, programmes or activities for the groups concerned?		

How-to-tools	Knowledge-based tools	Good practices
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials 	<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data 	<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe



Countries are increasingly concerned about how to increase productivity so as to enhance their competitive position in the world economy. In giving policy advice on productivity, every agency – irrespective of its mandate and area of action – will need to consider not just the role of technology choice and innovation but also the importance of good labour management relations at the workplace.

A3 Promoting an enabling macroeconomic environment for jobs

<p>A good macroeconomic environment and fiscal stability at the international and national levels are fundamental to job creation. The policies, strategies, programmes and activities of international organizations can directly or indirectly contribute to improving this environment and moreover to ensuring that it is conducive to employment growth and decent work conditions.</p> <p>Even if your agency is not directly involved in providing advice on macroeconomic policies, it most likely carries out different actions that can influence or be influenced by such policies. Situations such as armed conflicts, economic crises, climate change or migration – to name but a few – are undoubtedly linked to the macroeconomic environment at the national and international levels.</p>		
	Yes	No
3.1	Are your agency's policies, strategies, programmes and activities related to macroeconomic aspects (fiscal or monetary policies, interest or exchange rates, etc.)?	
	If not:	
3.2	Do they take into consideration the effect of this macro-environment on employment and decent work in your scope of activity?	
	If they are:	
3.3	Do they explicitly take into consideration labour market aspects (wage and price setting, labour demand or supply, productivity, etc.)?	
	If so,	
3.3.1	Are they discussed or agreed with employers' organizations?	
3.3.2	Are they discussed or agreed with workers' organizations?	

		Yes	No
3.4	Do they address the issue of how fiscal policies affect employment at the national level?		
	If so,		
3.4.1	Do they analyse the composition of public budgets taking employment into account?		
3.4.2	Do they analyse the distributional aspects of taxes?		
3.4.3	Do they foster education, health, social protection or labour market policies?		
3.4.4	Does your agency use any tool to assess the impact of fiscal policies on employment and its quality?		
3.5	Do your agency's policies, strategies, programmes or activities take into consideration how inflation affects wage setting or other issues related to the performance of labour markets?		
	If so,		
3.5.1	Do they set targets that are compatible with low unemployment?		
3.5.2	Are they modified if unemployment rates rise?		
3.5.3	Do they incorporate different approaches in the short or long term when dealing with employment?		
3.5.4	Do they make use of any tools to assess the impact of inflation on employment and its quality?		
3.6	Do they take into consideration how exchange or interest rates affect competitiveness and employment?		
	If so,		
3.6.1	Do they take into consideration how access to credit affects small, medium or large businesses?		
3.6.2	Do they use any tool to assess the impact of exchange rate regimes on employment and its quality?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

A4 Investment

Investment is critical for economic growth and development. Nevertheless, its potential in terms of job creation and improvement of the employment situation and working conditions in sectors, areas and countries in which investment is promoted is often underutilized. The potential of investment in all areas of activity of international cooperation can be maximized in terms of employment and decent work outcomes if this is an explicit objective side by side with the strictly economic benefits of investment.

Regardless of each organization's mandate, investment is always present: either in the form of advice on how best to invest in areas such as education, health, agriculture or infrastructure; in the form of funding; or in the provision of technology to carry out the investment.

		Yes	No
4.1	Does your agency promote investment policies, strategies, programmes or activities or provide advice to countries in that regard?		
4.2	Do these policies, strategies, programmes or activities give consideration to any particular choice in the array of technological options?		
4.3	Do they take into consideration aspects related to the organization of production and their impact on workers?		
4.4	Do they take into consideration the impact on quantity and quality of jobs created?		
4.5	Do they favour employment intensive means of investment or production?		
4.6	Does your agency carry out employment impact assessments of the infrastructure investments which it funds or for which it is the executing agency (covering, but not focused uniquely on, labour-based technology choice)?		
4.7	Are incentive structures for foreign direct investment linked to the number and quality of jobs created?		
4.8	Are incentive structures for foreign direct investment linked to skills upgrading of the local labour force?		

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<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Large funds for development assistance are used for construction-related activities, e.g. for building infrastructure (such as roads, water systems, ports, dams, airports, etc.); for upgrading low income settlements; for upgrading cultural heritage sites; and for providing or improving buildings to house different kinds of services such as health and education. There are different ways to implement such construction activities, with different outputs in terms of job creation. Since investments in infrastructure are an important source of employment creation and poverty alleviation, it is important to consider:

- using labour-based methods of construction to create the highest number of jobs;
- maximizing the use of local resources;
- providing jobs and access to basic facilities for the poor and most needy;
- developing local skills by using local contractors; and
- promoting local-based maintenance of the facilities.

For more information please refer to:

<http://www.ilo.org/public/english/employment/recon/eiip/>

Incentive structures to attract foreign direct investment are often based on the amount of financial capital brought into the country. Consider giving policy advice to link tax benefits with the number of jobs created, the wage bill for the national workforce or the skills upgrading provided to the local labour force.

A5 Promoting entrepreneurship and an enabling environment for enterprises

Enterprise creation, growth and sustainability are crucial for employment generation, efficient labour market functioning and the improvement of labour conditions. Most forms of international cooperation have an impact on economic activity and enterprise development in the areas concerned. The investment climate is key for enterprise growth and involves numerous factors which shape opportunities and incentives for enterprises to invest productively, create jobs and expand. Generally, a good policy environment is also good for small enterprises but there are certain aspects of the business environment that are of particular relevance to small units, which hold a large potential for job creation.

Maximizing the contribution of international organizations towards building a conducive environment for the development of enterprises and for a dynamic entrepreneurship culture in countries is key to unleashing the employment and decent work potential of their action.

		Yes	No
5.1	Do your agency's policies, strategies, programmes or activities encourage the promotion of enterprise development (including the development of farms, multinational enterprises, small and medium size enterprises, cooperatives and entrepreneurs in the informal economy) in the areas of concern to your agency?		
5.2	Do they give specific consideration to the quantity and quality of employment creation associated with such enterprise development?		
5.3	Do they specifically aim to improve the business environment or reduce the regulatory cost or burden of doing business (e.g., by promoting respect for the rule of law and property rights, including intellectual property and land rights, providing for dispute resolution and enforcing contracts)?		

		Yes	No
5.4	Do they specifically enhance the capacity of enterprises, particularly small and medium enterprises, cooperatives and those in the informal economy, to take advantage of new market opportunities, including in the export sector?		
5.5	Do they identify and support sectors, industries or clusters of enterprises with high potential for upgrading their position within national and global value chains?		
5.6	Do they take into consideration actions to address possible imbalances between skilled and unskilled workers in developing and industrialized countries in global production systems?		
5.7	Do they take into consideration actions to address possible imbalances between formal and informal economic units, small or large enterprises in global production systems?		
5.8	Do they tackle the issue of access to financial services for small enterprises?		
5.9	Do they specifically focus on rural enterprises?		
5.10	Do they specifically focus on multinational enterprises?		
5.11	Do they specifically focus on cooperatives?		
5.12	Are corporate social and environmental responsibilities assessed through appropriate instruments and assessment mechanisms?		
5.13	Do policies, strategies, programmes or activities focus on training for improving the capacity of entrepreneurs and workers?		
5.14	Do they take into consideration the particular needs of women entrepreneurs and workers?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe



Small and medium sized enterprises are increasingly responsible for creating the majority of jobs throughout the world. They also provide an opportunity for women and other traditionally disadvantaged groups to gain access under better conditions to productive, sustainable and quality employment opportunities.

Making available credit or market facilities, providing vocational or skills training and following up with the provision of business support services ensure that adequate conditions can be met by small-scale entrepreneurs and informal economy groups. **For more information please refer to ILO modular training tools on starting and improving your business:**

http://www.ilo.org/dyn/empent/empent.Portal?p_prog=&p_subprog=&p_category=TOOLS



Private sector development has been described as “lifting the barriers and creating the capacity for a market-oriented business ecosystem, one that operates efficiently and generates economic growth”.

For more information please refer to:

<http://www.ilo.org/seed>; <http://www.itcilo.org>, and <http://www.undp.org/psd-toolkit/>

A6 Trade and employment

International trade has become a driving force of economic growth and development in a globalizing world, affecting all areas of productive activity. Its impact on employment and decent work has proved to be critical but it is often overlooked or forgotten. The employment and decent work outcomes of trade would be greatly improved if adequate attention were given to this dimension in the early phases of the policies, strategies, programmes and activities which are promoted by international organizations and which directly or indirectly relate to trade.

When considering the links between trade and employment, each agency should reflect on how best to make use of the advantages of trade in terms of employment and decent work within the scope of its own activities.

		Yes	No
6.1	Do your agency's policies, strategies, programmes and activities affect or are affected by international trade?		
6.2	Has your agency considered how its policy advice and programmes on trade affect employment and the labour market?		
6.3	Is the relocation and de-localization of enterprises and jobs an area of concern for your agency?		
6.4	Does your agency have tools or methodologies to assess the impact of changes in trade regimes on job creation and destruction and on the quality of jobs, including along value chains?		
6.5	Does it have any tools or methodologies to assess the impact of trade liberalization on specific sectors of economic activity of direct concern to your agency?		
6.6	Does it have any tools or methodologies to assess the impact of trade liberalization on different categories of workers such as women, farmers and rural workers, those in export processing zones, educated or unskilled workers, informal or casual workers, etc.?		
6.7	Do your agency's activities relate directly or indirectly to the promotion of ethical or fair trade?		
6.8	If so, does your agency trace the employment effects of supporting such trade?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe



It has often been argued that the increased competition that comes with trade liberalization leads to a rise in informality. The theoretical literature and existing empirical evidence suggest that the impact can be either positive or negative on the informal economy.

A priority research need is to identify the conditions under which trade liberalization will create new jobs for wage workers and new markets for the self-employed in export-oriented markets and thereby reduce the informal economy.

For more information please refer to:
<http://www.ilo.org/public/english/bureau/inst/download/eddy.pdf>



Coherence in trade and employment policies is essential to help workers and labour markets adjust to changing patterns of global trade. This requires reliable information and indicators to help poorer countries plan social and employment policies that will maximize the benefits of trade and support the progression of the most vulnerable into decent jobs. A recent WTO/ILO study highlights the need for policies to facilitate transition following trade reform, to provide security and insurance against job loss and to redistribute the benefits of trade, as well as special policies to tackle education as a means to reduce inequality.

For more information please refer to:
<http://www.ilo.org/public/english/bureau/inst/download/eddy.pdf>

A7 Sectoral policies

The employment and decent work outcomes of international cooperation are most visible, tangible and precise at the level of specific sectors of economic activity. Most international organizations work in a particular sector and therefore the impact of their policies, strategies, programmes and activities are critical to maximize the potential of such sectors in terms of employment generation and quality of jobs. Even those organizations that do not appear to be related to a particular sector will have some indirect links. Hence the need to think about how these links can foster employment and decent work.

		Yes	No
7.1	Do your agency's policies, strategies, programmes or activities focus on any specific sector of economic activity?		
7.2	Do they address explicitly the employment creation potential of the sector?		
7.3	Have they explicitly taken into account the impact of technological changes in the sector on employment and its quality?		
7.4	Do they draw on the complementarities between different sectors (such as agriculture and non-farm sectors) for added value?		
7.5	Do they specifically take into consideration the conditions of work (not only wages but also occupational safety and health hazards, security of employment and the right to organize and bargain collectively) from a sectoral angle?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

A common pattern of structural change has been a movement out of agriculture into industry, i.e., "industrialization". But recent statistics for a number of countries indicate a decline in agricultural employment and an increase in employment, not in industry but in services; therefore, while output growth has been in manufacturing, employment growth has been in services.

It would be interesting to examine whether industrial output growth is led by productivity gains or by increases in employment and to determine what types of service sector jobs are being created. Employment in the service sector extends across the decent work spectrum, from street vending and personal services in the informal economy to tourism, education and health and financial services.

The amount a country spends on construction is closely related to its income, but the distribution of construction employment is almost the exact reverse: while three quarters of construction is being carried out in developed countries, three quarters of construction employment is in the developing world. As many construction workers in developing countries are informally employed and therefore not counted in official data, the real number is much higher. The reason for the greater employment-generating potential of construction in developing countries often stems from differences in technology. The challenge is to expand the output and employment in the sector, for example through the development of public and private partnerships and an appropriate choice of technology. **For more information please refer to:**

<http://www.ilo.org/public/english/employment/recon/eiip/> and
<http://www.ilo.org/public/english/dialogue/sector/sectors/const/emp.htm>

A8 Human resources development

All international organizations deal with human resources and training as part of their mandate, irrespective of their nature. Although the need to have the necessary skills to cope with the changing patterns of work and the effects of globalization is continuously present in international debate, it is important to highlight that each activity carried out by an agency on behalf of or to assist member States assumes the availability of a skilled resource. This is obviously linked to productivity and therefore to employment and decent work. Having an adequate and adaptable workforce, however, appears crucial nowadays across the whole spectrum and at all skills levels. Hence, the need for basic education for all is closely linked to labour market needs, as is the need for special training for vulnerable groups to enable them to participate in the world of work. While education is not aimed solely at creating a workforce, it cannot be overlooked as a major determining factor of future outcomes in terms of livelihoods, poverty status and social success at the individual or national levels and is therefore very much linked with employment and decent work.

		Yes	No
8.1	Does your agency directly or indirectly promote access to education?		
	If so,		
8.2	Does it promote access to universal primary education?		
8.3	Does it promote access to secondary and technical education?		
8.4	Does it promote access to higher education?		
8.5	Does it promote access to vocational training?		
8.6	Does it promote access to special education for particular groups?		
8.7	Does your agency link these promotional activities with the elimination of child labour or an increase in women's participation in labour?		
8.8	Does it link these promotional activities with labour market opportunities?		

		Yes	No
8.9	Do your agency's policies, strategies, programmes or activities to promote universal education give specific consideration to:		
8.9.1	Supporting teachers' rights?		
8.9.2	Promoting conditions conducive to the provision of quality education?		
8.9.3	Providing decent work for parents in poor families so that they are able to send their children to school?		
8.10	Does your agency directly or indirectly carry out activities leading to the provision of skills training to beneficiaries so that they can meet labour market demands?		
	If so,		
8.11	Does your agency provide career information and guidance to prepare students for the world of work, including self-employment?		
8.12	Are employers' and workers' organizations actively involved in the design and delivery of training programmes?		
8.13	Do teachers or trainers influence the contents of programmes or policies to promote employment and decent work?		
8.14	Are there specific policies, strategies, programmes or activities to promote lifelong learning and employability?		
8.15	Do policies, strategies, programmes or activities for education and training specifically target disadvantaged or marginalized groups (informal workers, rural populations including poor rural women, older workers or persons with disabilities) so as to enhance their employability or income earning capacity?		
8.16	Even if your agency is not directly involved in education or training, does it engage in activities which could be considered as training for work through third parties or private organizations?		
8.17	If so, does it consider the implications in terms of the future employability of beneficiaries?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

To achieve Millennium Development Goal 2 on universal primary education:

- Invest not only in students but also in skilled and motivated teachers and support their rights to organize and bargain collectively. The extent to which teachers' voices are heard often determines the success or failure of educational reforms. Teacher to pupil ratios and teachers' skill levels, motivation and sense of professional responsibility are among the major factors influencing repetition rates, student performance and other quality indicators.
- Create decent work for parents and caregivers. Family income and the availability of decent work for adults determine parents' decision to enrol and keep their child in school.

In designing vocational and skills training programmes, closely involve employers' and workers' representatives, as they know best the demand in the labour market.

Recognition of prior learning (non-formal or informal) and previous experience (non-formal learning) is an important means of facilitating participation in formal learning and education. At the same time, the recognition of prior learning can also enhance employability, labour mobility and career prospects. It is important, in consultation with the social partners and using a national qualifications framework, to promote a transparent mechanism for the assessment, certification and recognition of skills, including prior learning and previous experience, irrespective of the countries where they were acquired and whether they were acquired formally or informally.

For more information please refer to:

<http://www.ilo.org/public/english/employment/skills/recogn/index.htm>

Competency-based training assumes that a person can learn to perform in a real labour situation. This can be obtained not only through formal learning but also – and mainly – through practice in the workplace. It is critical to enhance basic and advanced competencies since the requirements of labour markets are changing at a very fast rate. For example, digital skills are increasingly important. But the digital divide has been widening – some groups of the population neither have access to the internet nor modern information and communication technology nor the necessary computer related skills.

For more information please refer to:

<http://www.ilo.org/public/english/region/ampro/cinterfor/temas/complab/index.htm>

A9 Technology and employment

Technology is undoubtedly linked to employment, but it is also increasingly linked to many other spheres of interest. Health, cultural industries, postal services, banks, communications, tourism and many other human activities have been deeply affected by technological changes, most of them with important effects on employment. All activities should reflect the great array of technological options that are available, take into consideration how employment and decent work can be enhanced by turning the technological revolution into an asset and prevent exclusion in member States, which leads to poverty and social unrest. When applying a technological change to an aircraft or a vessel, for example, or when carrying out an economic or health reform, or even when tackling climate change and the need for cheaper medicines, there is an employment issue at stake.

		Yes	No
9.1	Does your agency promote technology policies (information communication technology, agricultural or traditional technologies, etc.) and does it provide States with advice in this regard?		
	If so,		
9.2	Are your agency's policies, strategies, programmes or activities supportive of technology innovation and its dissemination as a means of creating quality jobs?		
9.3	Do those policies, strategies, programmes or activities foresee or measure the impact on employment in your agency's areas of interest?		
9.4	Do they incorporate technology aspects into pro-poor policies in rural and urban areas?		
9.5	When deciding how best to incorporate new technologies, does your agency consider the impact on employment creation and quality of the jobs created or destroyed?		
9.6	Do your agency's policies, strategies, programmes or activities take into consideration in particular the need to train workers in new technologies and related employment issues?		
9.7	Do they include special activities on how best to use information and communication technology to improve access to training for women, young people or rural communities?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

A10 Local economic development

International organizations work not only at global and country levels. It has often been shown that local issues matter and are crucial to ensure the good governance of global systems. The need to address local policies, irrespective of their nature, is very important and should also be considered in terms of their impact on employment and decent work.

	Yes	No
10.1 Does your agency promote or is it involved in local economic and social development (at the city, municipal or community levels, etc.) in areas related to its mandate?		
If so, do your agency's policies, strategies, programmes and activities (even when it is not within your agency's mandate):		
10.2 generate local employment and income?		
10.3 promote social protection and income security?		
10.4 target the poor and vulnerable groups?		
10.5 engage local governments in their implementation?		
10.6 engage local workers' organizations in their implementation?		
10.7 engage local employers' organizations in their implementation?		
10.8 promote a participatory development process, including through public and private partnerships?		
10.9 produce or use sufficient data at the local level to facilitate implementation?		
10.10 Does your agency make specific efforts to link action at the local level to global opportunities?		
10.11 Has your agency identified any subnational business development policies and legal or regulatory factors affecting local economic development?		

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<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Globalization has tended to broaden the gap between people and regions able to compete and those which lack the potential to do so. The impact of market liberalization and changing terms of trade puts pressure on many local and traditional industries. The growing importance of micro and small enterprises, the trend towards decentralization and the calls for more responsive government at all levels have, however, highlighted the potential of area-based development strategies. The dual trends of globalization and localization need to be taken into account. The ILO's Local Economic Development (LED) Programme promotes area-based capabilities and local competitive advantages in a global context. It emphasizes a participatory development process involving all stakeholders, local employment creation, raising resources for private and public investments, setting decent conditions for work, designing social protection measures, and responding in crisis situations.

This is particularly notable in the construction sector, where local authorities exert considerable influence, for example, through policies regulating the local building practices or through procurement. Technical cooperation activities of the ILO and many other international agencies are increasingly focusing on local level action in specific urban and rural settings.

For more information please refer to:

<http://www.ilo.org/public/english/dialogue/sector/sectors/constr/local.htm> and
http://www.ilo.org/dyn/empent/empent.portal?p_lang=EN&p_prog=L

A11 Labour market policies

Unemployment and job insecurity affect the whole range of human activities and are not only a source of instability and failure in a country, but also place a significant personal burden on individuals. The need to address these and related aspects features high on the agendas of many international organizations, driven by urgent demands of member States. Although the need for sound policy and advice is relevant to the international system, the real challenge is to implement these tools in order to generate employment and improve the quality of jobs.

	Yes	No
11.1 Are your agency's mandate and activities directly or indirectly related to labour market policies at the national or local levels?		
If so, does your agency:		
11.2 produce empirical evidence showing causal links between its mandate and activities and employment creation and quality?		
11.3 provide advice on or fund active labour market policies (such as public employment creation, employment services, training of displaced workers, including in rural areas, incentives for small enterprises, incentives for enterprises to hire workers, etc.)?		
11.4 provide advice on or fund passive labour market policies (such as unemployment insurance and direct transfers to unemployed workers and their families)?		
11.5 refer to or make use of existing tools and good practices for active or passive labour market policies?		
11.6 hold consultations with stakeholders other than national or local governments on this topic?		
11.7 involve business and trade unions?		
11.8 measure the impact of implemented labour policies?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

In order to climb the development ladder, developing countries – very often operating in unstable environments that impair development – have to find ways to stabilize and gradually formalize their labour markets, rather than destabilize them and make them more flexible and informal. Labour market stabilization, which fulfils productivity targets, implies the introduction of standards and labour market policies. Without institutional support, productive and more stable and secure employment relationships for many would historically not have been possible in developed countries. Entrenching private and public sector employment in a network of labour market institutions such as unemployment benefits, re-employment services and training schemes is a precondition for the management of change, as stipulated in the Global Employment Agenda. This institutional entrenchment of employment is also a precondition for decent work, which can only be achieved with the support of labour market institutions.

A12 Incomes from employment

Wages and incomes influence economic and social policies and are relevant to most of the areas tackled by the international system. Being able to guarantee fair wages for employees or fair returns for the self-employed in both rural and urban areas is crucial for economic, social and equity reasons and essential for the legitimacy and longer-term sustainability of the policies implemented. Any reform or project in any area of human activity is ultimately related to the wages and incomes of the workers carrying out the activities. Without commitment and support, any attempt to change existing conditions would fail.

	Yes	No
12.1 Does your agency directly or indirectly promote the attainment of fair wages and income from work, including work in the informal economy and in rural areas?		
12.2 Do your agency's policies, strategies, programmes or activities make use of legislation on minimum wages?		
12.3 Does your agency involve employers' and workers' organizations in discussions about wages or incomes from work?		
12.4 Do your agency's policies, strategies, programmes or activities include or take into consideration minimum incomes for workers in the informal economy and self-employed workers?		
12.5 Do they promote pay equity in the activities carried out by your agency?		
12.6 Do they promote collective bargaining?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Being a cost for employers, but also a means to improve productivity, wages often influence the competitive strategies of enterprises, while for workers they represent the main source of income. Unfair wage levels can be a major source of employment discrimination between men and women, older and younger workers and public and private sectors, to name but a few. Wages and incomes from work also play a central role in government income and expenditure policies and, more broadly, in macroeconomic policy, because of their relation with demand, inflation, employment and poverty. The ILO has developed tools to address some of these issues, which focus on low pay and minimum wage setting, collective bargaining, labour costs, wage discrimination, wage-fixing in the public sector and wage systems, etc. This issue is addressed in several international labour standards, related to minimum wages, wage discrimination and protection of wages, among others.

For more information please refer to:

<http://www.ilo.org/public/english/protection/condtrav/>

A13 Youth employment

It has been recognized that young people constitute a particularly vulnerable group in terms of employment. It is crucial to achieve a comprehensive approach to youth employment within the development community. Sound educational systems, better health care, lower risks of HIV/AIDS, drugs or crime, a sound school-to-work transition, as well as well-functioning labour markets, are only a sample of possible actions towards fostering youth employment. It is in the young population that we find the greatest capacity for innovation and the greatest potential for technologies, communications and adaptability to new economic processes. It is therefore crucial to target young people in order to achieve immediate economic and social improvement and to invest in continued growth, social cohesion and sustainable development.

	Yes	No
13.1 Does your agency directly or indirectly promote the employment of young women and men in urban as well as in rural areas in your scope of activities (e.g., through skills training, entrepreneurship development, business development services, micro finance and labour market services)?		
13.2 Do your agency's activities affect youth employment in any form?		
13.3 Does your agency evaluate the impact of its activities on youth employment?		
13.4 Do your agency's activities to deal with social problems such as drug abuse and crime, HIV/AIDS, illiteracy and population policies give specific attention to creating jobs for young women and men?		
13.5 Do education and training programmes include specific provisions, such as career guidance, employment services and placement opportunities, to assist young women and men in making the transition from school to work?		
13.6 Does your agency actively involve young people in identifying their needs?		

How-to-tools

- Manuals
- Guidelines
- Training materials

Knowledge-based tools

- Policy briefs
- Research
- Evaluation
- Knowledge networks
- Data

Good practices

- Africa
- Asia, Pacific and Middle East
- Latin America and the Caribbean
- North America
- Europe



Many young people are trained in skills for which there is little or no demand or are disadvantaged in terms of core skills required in the current labour market.

Avoid the problem of high unemployment among educated young men and women by:

- involving employers in identifying skills needs and providing training for young people within enterprises;
- emphasizing basic skills for working life (such as teamwork, problem solving and skills to acquire and apply new information) and also entrepreneurial skills;
- improving vocational guidance and counselling and employment services;
- promoting lifelong learning.



In many countries, young women are doing better than young men in the educational system and yet still find it harder to enter and remain in the labour market.

Policies and programmes to promote youth employment need to give attention to gender-based discrimination. Young women from ethnic minority groups or with disabilities face the greatest discrimination and are the most disadvantaged.



Even with good qualifications on paper, young women and men may still find it hard to get a job, because they lack relevant work experience. Employers often indicate that work experience is the most important characteristic they look for in their employees.

Examine ways to combine school-based education with work-based training and apprenticeship. A dual system, in particular one that involves workers' and employers' organizations in design and implementation, has proved to be effective.

For more information please refer to:

<http://www.ilo.org/public/english/employment/yett/>

A14 Crisis response

Coordinating efforts in a crisis situation is not only desirable, but essential. In a crisis, an agency cannot afford to waste time and resources on lengthy discussions and complicated frameworks. Preparedness is key. When there is an outbreak of armed conflict or when a natural disaster occurs, many elements are involved but, most importantly, there are lives to be saved. Nevertheless, in addition to taking urgent action, it is also important to find sustainable solutions. In this regard, the employment issue is crucial. How can we ensure a return to normality? How can we cope with human losses and economic damages? How can we reconstruct infrastructure, lives, social networks, families, public services and social institutions, etc.? It is crucial to adopt a cross-cutting approach to crisis management and employment and decent work should be one of the components of such an approach.

		Yes	No
14.1	In responding to a crisis situation, whether an armed conflict, a natural disaster, a financial or economic crisis or a difficult socio-political transition, does your agency usually address employment creation as being an immediate and central concern?		
14.2	Does your agency consider job creation to be an integral part of immediate humanitarian relief?		
14.3	Does your agency consider job creation and income generation to be part of a reconstruction response after a crisis?		

		Yes	No
14.4	In reconstruction efforts after a crisis, does your agency give priority to labour-intensive technology?		
14.5	Has your agency considered any preventive actions in terms of employment to avoid future crisis?		

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<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe



When a crisis occurs, attention is normally focused on the humanitarian and relief phases of the response. The job losses caused or the rebuilding of livelihoods after a crisis tend to receive much less attention. Employment growth is often considered only at a later stage of reconstruction.

By taking into account employment concerns as early as the humanitarian stage, we deal immediately with the people that may have lost their jobs and sources of livelihood or who – such as demobilized soldiers, widows or refugees – may need to find income generating activities for the first time.

When crises create massive joblessness, destitution and depression, labour-intensive public works are particularly crucial for injecting purchasing power and a positive outlook and attitude.

For more information please refer to:
<http://www.ilo.org/crisis>



When responding to a crisis, there is always an urgent need for productive partnerships with relevant actors from across the whole international community.

The ILO has developed a special response strategy to achieve decent work in places affected by a crisis by increasing synergies, cost-effectiveness, legitimacy, resource mobilization and influence on programmes through employers and workers and their organizations as social partners.

The need for a United Nations system-wide policy on the social and economic dimensions of post-crisis situations has recently led different agencies to work towards a framework to foster employment and income generation after a crisis. For instance, in armed conflicts, three clear stages can be identified: early recovery, transition and development. Each of the three stages has different implications and forms part of a peace building process. While the first stage is focused on food, health, personal security, cash transfers, psycho-social assistance and basic labour standards, the second entails more community-based reconstruction efforts such as microfinance, training, food production and employment services. Finally, in the development stage, all the decent work dimensions are in the picture.

A15 International migration

International migration involving a search for employment, job-related education or better conditions of life is proving to be one of the most controversial topics on the international agenda. As the gap between the “haves” and the “have-nots” is widening within and among countries, it is natural that migration appears to be an outlet. More importantly, communications have made the differences between these groups very visible.

This calls for an integrated approach as a way of promoting solutions both in countries of origin and of destination and preventing the worst forms of human trafficking and other dangers. Such an approach could be achieved by looking carefully through each organization’s mandate and by identifying the possible actions to be taken to boost the advantages and minimize the disadvantages of migration in terms of employment and its quality. Migration is not only triggered by the need for a job; it is a very complex issue that can be caused by demography, religion, culture, politics and war, among other things. Regardless of the cause, however, all types of migration have a common feature: there is a need to care for the migrants’ livelihood through employment.

		Yes	No
15.1	Is your agency directly or indirectly being exposed to international migration issues within its mandate?		
15.2	Are the regular activities of your agency related to labour migrants as workers or beneficiaries?		
15.3	Does your agency promote the regulation of labour migration?		
15.4	Does your agency promote the integration of migrant workers in workplaces and societies where they live and work?		
15.5	In the countries of destination, do your agency’s activities promote non-discrimination against migrant workers?		
15.6	In the countries of origin, have your agency’s activities addressed the negative impact of migration on development, for example because of the brain drain?		
15.7	In the countries of origin, do your agency’s activities aim to maximize the positive effects of migration, for example through the productive use of remittances and acquired skills?		
15.8	Has your agency assisted any country in carrying out a realistic assessment of its needs for migrant workers, for example through demographic and labour market or economic projections?		
15.9	Has your agency made use of any framework or normative instruments (such as the ILO Migration for Employment Convention (Revised), 1949, (No. 97) and the Migrant Workers (Supplementary Provisions) Convention, 1975, (No. 143), or the UN International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families, 1990) in devising measures aimed at optimizing the impact of labour migration on employment and development and at protecting migrant workers?		
15.10	Has your agency formulated any specific measures tailored to the specific needs of women migrant workers?		

How-to-tools	Knowledge-based tools	Good practices
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials 	<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data 	<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Demographic trends and patterns of uneven development indicate that labour migration will not only continue but will grow, posing immense challenges as well as opportunities for all countries, whether sending or receiving migrants. There are many aspects involved, including human rights, the economic and social consequences of national and international movements of workers, the financial impact of remittances, the inclusion of the issue in social dialogue processes, social protection, discrimination and even trafficking and crime. States can be helped to improve management and governance of labour migration, to protect and promote migrant rights and to enhance development benefits. The *ILO Multilateral Framework on Labour Migration: Non-binding principles and guidelines for a rights-based approach to labour migration* offers practical guidance, which is grounded in international instruments and good practice, for the development, strengthening and implementation of labour migration policies and practices.

For more information please refer to:

<http://www.ilo.org/public/english/protection/migrant/index.htm>

http://www.un.org/esa/population/publications/UN_GCIM/UN_GCIM_ITTMIG.pdf

Migrant remittances represent an important source of foreign exchange in countries with large numbers of their nationals working abroad. These remittances can be channelled through official banks or through unofficial or informal channels. The ratio of officially transferred financial resources should be enhanced, both to ensure that migrants' remittances are safe and to increase the development efficiency of remittances in the home country. In addition, it is critical that remittances and savings that return migrants bring with them be productively invested. To promote the productive investment of the remittances of migrant workers:

- reduce the cost of remittance transfers, including by facilitating accessible financial services, reducing transaction fees, providing tax incentives and promoting greater competition between financial institutions;
- look for greater effectiveness and transparency of foreign exchange markets and improve banking services for migrants, including by making sure that there are facilities in rural communities of origin;
- promote and provide incentives for enterprise creation and development, including transnational business initiatives and micro-enterprise development by men and women migrant workers in origin and destination countries.

For more information please refer to:

<http://www.ilo.org/public/english/protection/migrant/index.htm>

http://www.un.org/esa/population/publications/UN_GCIM/UN_GCIM_ITTMIG.pdf

B

SOCIAL PROTECTION	25
B1 Policies for social protection.....	25
B2 Protection from risks.....	26
B3 Safety in the workplace	28
B4 Health and work	29
B5 Fair conditions at work.....	30
B6 Pension systems.....	32

B Social protection

Social justice requires explicit policies for equity, an end to discrimination in the labour market and the promotion of social inclusion and social cohesion. However, only a feasible, affordable and realistic set of policies to achieve these goals would be sustainable and healthy from the economic and social point of view. Social transfers as a direct instrument to reduce poverty and achieve social inclusion, while at the same time fostering nation building, has played an increasing role in recent debates on development policy. Social protection measures that reduce the level of risk to workers' lives, health and well-being are also an important investment with regard to maintaining high levels of productivity and stable societies. Such measures need to combine risk prevention strategies with the protection of rights and the integration of vulnerable groups, such as migrant workers and people living with HIV/AIDS.

Social protection programmes must be seen, not just as safety nets to protect consumption capacity or incomes, but as investments in human capital. They constitute a productive factor, helping people cope with life risks, while acting as a tool in the management of change and helping to stabilize economies.

More information on social protection can be found at:

<http://www.ilo.org/public/english/protection/>

B1 Policies for social protection

Maintaining social peace and cohesion at the national and international levels is one of the most important goals of the international system. Social conflicts around the world underscore the importance of creating and maintaining viable social protection systems, which are increasingly viewed as covering not only the working population (formal and informal) but also their families and dependants. To achieve this goal, governments, in collaboration with workers and employers and aided by the international system, should provide financial assistance. Solidarity and cooperation among these groups and within them is crucial to the achievement of positive outcomes.

Irrespective of thematic scope, all agencies are confronted with social protection issues: each one deals with local or national governments that fully or partly fund social protection systems and need to be able to afford to do so. Agencies also contribute to international debate and policy development in this respect. Every agency deals, directly or indirectly, with action leading to guarantees of minimum benefits for vulnerable groups (unskilled, sick or disabled persons, poor households, children, women, aged populations, groups displaced by conflicts or natural disasters and migrants). Social protection is the basis for peace.

		Yes	No
1.1	Does your agency's advice to member States relate to or affect social protection mechanisms designed to safeguard the well-being of workers and their families, both in the formal and informal economy?		
1.2	Are your agency's policies, strategies, programmes or activities to build social protection mechanisms designed to help maintain social peace and achieve social stability?		
1.3	Do they promote the physical and mental capacity of workers in the formal and informal economies?		
1.4	Do they take into consideration the effects of better safety and health at work in terms of strengthening productivity in enterprises and at the national level?		

		Yes	No
1.5	Do they help to promote high levels of labour participation, especially among women?		
1.6	Do your agency's policies help to prevent negative impacts on the demand for labour by enterprises in the private or public sectors?		
1.7	Are the suggested social mechanisms designed, implemented and evaluated with the participation of workers' and employers' organizations and other concerned groups?		
1.8	Is your agency directly or indirectly helping to achieve a healthy system of financing any kind of social protection system, affordable to workers, employers, governments or other funding source?		
1.9	Are your agency's activities conducive to the creation of informal means of compensation for risks and uncertainties as a way of alleviating poverty, when formal mechanisms are not present?		
1.10	Have your agency's activities been affected by major social problems (armed conflict, violence and crime, famine, health emergencies, economic crises, illiteracy, etc.)?		
1.11	Have these problems triggered any decision leading to measures to compensate for the effects of these problems?		

How-to-tools
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Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

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B2 Protection from risks

<p>Increasing uncertainties and risks in all human activities are a fact of life. Protecting large population groups in developing and industrialized countries poses a challenge to all member States. Unemployment is one of the risks, but it is not the only one. The spread of health risks through international travel and the risks associated with natural disasters or conflict situations are examples of concerns facing member States and that should be addressed by the international system.</p>			
		Yes	No
2.1	Is your agency's mandate directly or indirectly related to any form of risk protection for any particular group?		
2.2	Does your agency support countries in achieving wide social security coverage of risks in any form?		

		Yes	No
2.3	Does it help countries achieve an adequate income security scheme in urban and rural areas?		
2.4	Does it help countries achieve basic health benefits for formal workers and their families?		
2.5	Does it help countries achieve basic health benefits for informal workers and their families?		
2.6	Is your agency's advice to member States related to how to achieve sound financial and governance principles so that benefits are actually available when needed and waste of scarce resources is avoided?		
2.7	Do your agency's activities support countries in providing a full range of cash benefits to help workers and employers cope with the risks of sickness, unemployment, maternity and invalidity?		
2.8	Do they help in protecting women and men in the formal and informal economy against the basic risk of poverty?		
2.9	Do they help in protecting rural areas against the risk of poverty?		
2.10	Does your agency design income security schemes linked with labour markets?		
2.11	Are the areas dealt with by your agency's policies, strategies, programmes and activities affected by the restructuring of economic activity, delocalization, job losses, the retrenchment of workers or the closing of businesses?		
2.12	Are these risks taken into consideration in any of your agency's actions?		

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<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe



Unemployment protection is a very important tool against risks posed by the global economy, where dramatic changes are seldom predictable. However, it does not exist in many countries. Unemployment protection, as a tool, is characterized by a series of challenges, for example, how best to define and fund it, to avoid non-desirable biases; how to link it to economic cycles, while avoiding vicious circles; and finally, how to obtain the engagement of workers, employers and governments. Many options have been suggested but one thing is clear: although the need to counterbalance fluctuations in economic cycles and to protect individual workers, both in the formal and informal economy, is quite a challenge, it must be addressed.



The increase in flexible employment practices and the outsourcing of labour, for example in the construction industry, has had a negative impact on the level of social protection of construction workers. There is evidence from many countries that some employers do not pay into social security funds for workers who are on temporary contracts. Hence, the workers who are most in need receive no health care, no holiday pay and no protection against loss of pay when they are unable to work due to unemployment, illnesses, accidents or old age. New ways must be found of extending social benefits to temporary workers, in order to avoid social unrest and to contribute to poverty reduction policies.

B3 Safety in the workplace

Occupational safety and health in the workplace is a major concern for workers, employers and governments. Many agencies of the international system are dealing, directly or indirectly, with this issue. How infrastructure projects are being carried out and how health systems help in addressing this important issue can be combined with several other elements, for example: the conditions under which migrant or vulnerable workers are working; how technologies can help in enhancing the conditions at the workplace; how checks and inspections should be carried out by local and national governments; how educational systems can help in avoiding risks; and the major role played by governance.

		Yes	No
3.1	Does your agency directly or indirectly promote occupational health and safety systems, to prevent accidents in the workplace, or advise countries in that regard?		
3.2	Is your agency helping member States develop coherent national occupational health and safety systems and action plans?		
3.3	Does your agency address safety issues with regard to high risk occupations in the agriculture, forestry, fisheries, mining, construction, energy or other similar sectors?		
3.4	Are your agency's policies conducive to the improvement of working conditions, in particular in the informal economy, to eliminate work under hazardous and unhealthy conditions?		
3.5	Do your agency's policies foster a preventive culture of occupational safety and health, thus increasing sustainable overall productivity levels?		
3.6	Does your agency specifically address the direct or indirect implications of its specific areas of action in terms of the occupational health and safety of the workers involved?		
3.7	Are the national occupational safety and health policies supported by the agency developed in consultation with employers' and workers' organizations?		
3.8	Is the implementation of such policies in workplaces supported by government labour inspections?		
3.9	Is such implementation supported by the active participation of workers or employers?		

How-to-tools	Knowledge-based tools	Good practices
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials 	<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data 	<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe



There are laws regulating buildings for the safety of the user (i.e. to prevent accidents after construction). Likewise, there are safety regulations which apply during the construction process (to prevent injury to the construction workers). In practice, there is little synergy between these two sets of laws and it is not difficult to find a building company which does not apply labour regulations but at the same time is very respectful of building regulations, or vice-versa. Therefore, there is room for synergy – e.g., by enforcing regulations, training government officials and other constituents and enhancing corporate social responsibility, etc.

For more information, please refer to:

<http://www.ilo.org/public/english/dialogue/sector/sectors/constr/global.htm>



While the construction industry is a major source of employment in poor countries, there are many issues at stake, including informal or migrant employment, the presence of unskilled workers and an increase in the outsourcing of labour engaged through labour agents or subcontractors and subsequently hired out to a contractor or user. Moreover, construction is one of the most dangerous occupations: construction workers are 3-4 times more likely than other workers to die from accidents at work in industrialized countries, and risks are 3-6 times greater in developing countries. Many ILO Conventions, Recommendations and codes of practice have helped in dealing with safety.

For more information please refer to:

<http://www.ilo.org/public/english/dialogue/sector/sectors/constr/health.htm>

B4 Health and work

Health is a major concern for most international organizations. However, health is particularly important when related to labour markets, since it can lead to possible discrimination or major expenditures and investment by governments and enterprises. Education and broad participation by governments and social partners, represented by employers' and workers' organizations, are crucial to promote health and safety at work.

		Yes	No
4.1	Does your agency directly or indirectly promote the acquisition of at least an essential set of quality health services by the working population and their families?		
4.2	Does your agency promote the acquisition of such essential services by women workers?		
4.3	Does your agency promote access to essential health services by workers in the informal economy?		
4.4	Does your agency promote access to essential health services by rural workers?		

		Yes	No
4.5	Does your agency have programmes to prevent occupational safety and health hazards and accidents?		
4.6	Do your agency's activities promote occupational health information and protection?		
4.7	Does your agency actively promote policies that ensure access to employment for people living with HIV/AIDS?		
4.8	Is your agency aware of possible discrimination of workers with HIV/AIDS or tuberculosis (TB) in the activities it normally supports?		
4.9	Does your agency foster policies for the prevention of HIV transmission at work and compensatory measures for those infected through occupational exposure to HIV?		
4.10	Does your agency consider or promote workplace-related measures to prevent or reduce airborne transmission of TB among workers, and, where required, of Severe Acute Respiratory Syndrome (SARS), avian influenza and other communicable diseases?		
4.11	Does your agency promote appropriate monitoring services for workers and their families to identify and manage TB or HIV/AIDS in line with the international standards set for both diseases?		
4.12	Does your agency help in the strengthening of legislation, policies and education to oppose stigma and discrimination and to promote the rights of workers affected by HIV/AIDS or TB in the workplace?		

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Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

B5 Fair conditions at work

Governments are not only concerned with employment and unemployment ratios, but also with the quality of jobs, since they, together with workers and employers, are aware of the implications of not having good conditions at work. A person is not only a worker but a member of society. She or he should be helped in being a citizen, in enhancing her or his culture and education, in family and community life, in enjoying free time for leisure or other activities, etc. This is a crosscutting aspect, since it relates to many areas of the international system: education, human rights, population and demographics, health, leisure and tourism, etc. It involves a life-cycle approach with which every international organization is concerned in one way or another. Moreover, important topics such as discrimination and harassment at work are being increasingly tackled by all constituencies in the international arena.

		Yes	No
5.1	Does your agency directly or indirectly promote actions to avoid discrimination at work (in terms of the gender, race, ethnicity or social origin of workers)?		
5.2	Does your agency support a fair balance between work and family responsibilities for both men and women (for example, through the provision of child care services)?		
5.3	Do your agency's actions directly or indirectly promote the existence and effective application of maternity protection for women?		
5.4	Do your agency's actions support the development of coherent and comprehensive policies that improve dignity and productivity levels at work (e.g., by preventing violence and sexual harassment at work)?		
5.5	Do your agency's policies, strategies, programmes or activities directly or indirectly promote the protection of workers in relation to their working time, including the length and scheduling of daily and weekly hours of work and paid annual leave?		
5.6	Has your agency analysed how basic conventions on working hours are respected in those activities carried out, funded or supported by your agency at the local or national levels?		

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<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Although there is a consensus in international law that indigenous peoples should have group rights in addition to the individual human rights accorded to everyone, only ILO Convention No. 169 codifies such rights. The preservation of their identity as a group is a value in itself. This Convention has several implications in terms of access and control over land, rural poverty, access to education and health, social protection, as well as the decision-making process through freedom of association.

For more information please visit: <http://www.ilo.org/public/english/indigenous/>

Working time has been important in the work of the ILO since its foundation in 1919 and since its very first Convention (on hours of work). Major challenges remain, however, such as the need to limit excessive hours of work and provide for adequate periods of rest, including weekly rest and annual leave. Globalization, technology and new patterns of consumption have emerged which have a significant impact on working time and how work is organized. Consequently, the ILO has developed certain tools to address issues such as working hours (including full-time and part-time work, duration of work and overtime), work organization (flexible working hours and non-standard working time arrangements), rest periods and legal standards, including hours worked and night work, among others. These tools offer practical ways to help workers, employers and governments develop and implement appropriate policies and practices at the national level and in the workplace.

For more information please visit:

<http://www.ilo.org/public/english/protection/condtrav/time/index.htm>

B6 Pension systems

Pensions relate to many areas: population and health policies, macroeconomic conditions, poverty at the local and national levels, governance, stakeholders and degree of informality, among others. More importantly, the ageing process in industrialized and some developing countries, the change of regimes in other countries due to major economic or budgetary crises and many other factors have triggered a worldwide discussion on how pension systems should function. This discussion is at the core of a more complex debate on how different generations should support each other and on the role of the State as a provider of basic public services.

		Yes	No
6.1	Does your agency directly or indirectly promote any form of benefits for old-age, invalidity and survivorship to any population group?		
	If not:		
6.1.1	Has your agency faced any problems related to ageing populations and their impact on your agency's activities?		
6.1.2	Has your agency dealt with problems arising from invalidity or disability in different sectors or activities?		
6.1.3	Has your agency cared for families whose main supporters have been injured or killed as a result of armed conflicts, economic or social crises, natural disasters or drug-abuse, among other causes?		
	If so:		
6.2	Do your agency's policies, strategies, programmes or activities promote reliable and predictable pensions systems for workers, allowing them to live at least above the national poverty line?		
6.3	Do they promote any mechanism for providing similar benefits to informal or rural workers?		
6.4	Do they promote the labour force participation of older workers and facilitate the transition from work into retirement?		
6.5	Do they ensure that contributions (if any are paid by formal workers, employers or governments) are not wasted (taking into account economic and demographic trends)?		
6.6	Do they promote the investment of reserves (if any are accumulated) in such a way that they support long-term national employment levels?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

C

STANDARDS AND RIGHTS AT WORK	35
C1 Fundamental principles and rights at work	36
C2 Freedom of association.....	39
C3 Abolition of forced labour	40
C4 Elimination of child labour.....	41
C5 Non-discrimination	43
C6 Application of international labour standards	45

C Standards and rights at work

International labour standards – including binding Conventions and non-binding Recommendations, codes of practice and guidelines – are important tools for ensuring that social policies and economic development go hand in hand with respect for workers’ rights and social justice. International labour standards are debated, constructed and adopted by means of a tripartite process involving governments, workers and employers, thus reflecting broad support for those standards from the social partners, who are the key actors of the economy.

The tripartite nature of the discussions leading to Conventions and Recommendations provides an outstanding basis for any international organization to get member States and other stakeholders on board when delivering advice or promoting policies and activities as part of the international agenda.

Since 1919, the ILO has adopted 187 Conventions and 198 Recommendations as well as an array of resolutions and other policy instruments covering a wide range of issues related to the world of work. Both Conventions, even if not ratified by a particular member State, and Recommendations which do not need to be ratified, provide solid policy directions for a wide range of employment and labour issues and therefore serve as a major resource for action in any of these areas. They should not be overlooked when tackling any economic, social or new development issue, inevitably linked to productive activity. International labour standards are an inherently legitimate policy tool, agreed to by the three parties involved in the decision-making process. As the Conventions are binding tools, once ratified they enable the establishment of agreements and partnerships in order to carry out any development strategy at the local and national levels.

The ILO’s fundamental principles and rights at work (freedom of association and collective bargaining, equality and non-discrimination, and the abolition of child labour and forced labour) are considered to be the foundations for decent work, and all ILO member States are bound to respect them. They are part of the set of fundamental human rights and define a universal social basis of minimum standards in the world of work. Other ILO instruments set out internationally agreed standards on a wide range of subjects and serve as guidance for national law, policies and practice at the national, local and enterprise levels. In addition to respecting the fundamental rights, all international labour standards that have been ratified by a member State are binding and national legislation has to be brought in line with them. The ILO’s unique supervisory bodies engage governments in dialogue on problems in the application of standards and serve as useful sources of information on law and practice in particular countries.

More information on fundamental principles and rights at work can be found at:

www.ilo.org/declaration

More information on international labour standards can be found at:

www.ilo.org/normes

C1 Fundamental principles and rights at work

The set of fundamental principles and rights at work embodied in the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up, 1998, is not only an ILO issue. On the contrary, it is closely linked to human rights, to the achievement of social peace and cohesion, and to personal fulfilment. Although progress in science and technology has brought about many achievements in terms of creating a better life for the world's population, this progress is unfortunately still marred by serious violations of basic human rights, including the deprivation of basic freedoms such as the freedom of association (the core of democratic processes and social cohesion), the existence of human trafficking and forced labour, the existence of child labour in its worst forms and discrimination in its many forms (on the basis of gender, race, ethnicity, etc.).

All member States are bound to respect fundamental principles and rights at work as defined in the ILO Declaration, even if they have not ratified all the Conventions contained in that Declaration. International agencies have links with these fundamental issues in some way or another, since they deal with human beings. When dealing with issues such as governance, human rights, education and health in rural and urban areas, economic sectors, productivity, trade, the environment, macroeconomic policies, industrial organization, tourism or communications, they can clearly identify concrete problems linked with one or more of the fundamental principles and rights at work. The need to tackle these problems and to help member States and other constituents in applying the fundamental principles is not only a challenge but a main objective of the international system.


		Yes	No
1.1	Does your agency directly or indirectly carry out activities to help member States meet their commitments to apply the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up, 1998?		
1.2	Although your agency may advise member States in this regard, does it directly or indirectly promote the inclusion of activities leading to a better application of these fundamental principles and rights?		
1.3	Has your agency recently carried out any activity or programme which may have led to changes as a result of a violation of any fundamental principle or right at work being detected?		
1.4	Do your agency's policies, strategies, programmes or activities support a specific member State to meet its commitment to the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up as regards:		
1.4.1	freedom of association and the effective recognition of the right to collective bargaining?		
1.4.2	the elimination of all forms of forced or compulsory labour (slavery, bonded labour, human trafficking, etc.)?		
1.4.3	the effective abolition of child labour, in particular the worst forms of child labour?		
1.4.4	the elimination of discrimination in respect of employment and occupation?		
1.5	When preparing national or local development plans or strategies (e.g., PRSPs, common country assessments, UNDAFs or country assistance strategies, etc.), does your agency help in analysing a country's respect for the fundamental principles and rights at work?		
1.6	If such analysis is conducted, are employers' organizations and trade unions at the local and national levels consulted?		

		Yes	No
1.7	Is your agency concerned with compliance with a member State's commitment to respect fully the fundamental principles and rights at work as a condition for the granting of loans, the provision of technical assistance or the funding of infrastructure development projects or any other type of action?		
1.8	Does your agency have a specific policy on safeguards to ensure that rights at work, in particular fundamental principles and rights at work, are systematically respected and not undermined in its own policies, strategies, programmes and activities?		
1.9	Does your agency have any specific tools, guidelines or activities, such as advocacy or training, to help its own staff better understand and apply fundamental principles and rights at work in all their operations?		
1.10	If your agency does have such tools, guidelines or activities, have they been shared with other agencies?		
1.11	Does your agency consult the ILO Conventions and Recommendations, agreed in a tripartite manner between governments, workers and employers, when dealing with these fundamental principles and rights?		
1.12	Has your agency taken advantage of the wide support available on these agreed Conventions and Recommendations to help achieve its own objectives?		
1.13	Does your agency have any specific policies, strategies, programmes or activities to educate or inform workers and employers of their labour rights, entitlements and obligations when working in its areas of concern?		
1.14	Does your agency usually consult with stakeholders other than governments, in particular with workers and employers, on the application of fundamental principles and rights at the national or local levels?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe




Freedom of association and the effective recognition of the right to collective bargaining are fundamental human rights. Moreover, studies on the economic impact of trade union rights have found a positive relationship between strong freedom of association and economic competitiveness and high manufacturing exports. Other studies have suggested that the social stability fostered by active social dialogue ranks higher than wage competitiveness among considerations of enterprises seeking to invest in foreign countries.

Despite the fact that freedom of association is a basic human right and part of a well-functioning democratic system, serious violations of freedom of association, including the repression and murder of trade unionists, continue around the world. The United Nations system, including the international financial institutions, can help by addressing the social and political reasons why certain countries continue to violate the rights of trade union and employers' organizations, using all available means to encourage countries to respect them and to avoid policies or measures that could undermine them. One major argument in addition to basic human rights is the positive influence of freedom of association on economic development.

For more information, see:

<http://www.ilo.org/public/english/standards/norm/subject/freedom.htm>



Efforts to implement labour standards have sometimes been misunderstood as being “anti-business”, leading to “market rigidity”, a “disincentive to investment” or “a hindrance to economic performance and competitiveness”. But codes of conduct and corporate social responsibility initiatives increasingly cover fundamental principles and rights at work; socially conscious investors and consumers are emphasizing products produced under proper working conditions; and there is growing evidence and international recognition that:

- compliance with labour standards often accompanies improvements in productivity and economic performance;
- respect for the basic rights at work of a worker can make a major contribution to poverty reduction;
- an international framework based on fundamental principles and rights at work ensures a level playing field in the global economy – it is in everyone’s interest to see that the rules are applied across the board;
- good governance demands that labour standards be set and enforced;
- the basic rights at work of a worker are internationally recognized human rights. Human rights are indivisible and have to be applied to everyone.

For more information please refer to:

<http://www.adb.org/Documents/Handbooks/Core-Labor-Standards/default.asp>;

<http://www.tuc.org.uk/international/tuc-12794-f0.cfm>;

<http://www.ilo.org/public/english/standards/norm/index.htm>

C2 Freedom of association

Freedom of association is a democratic human right and democracy is essential to economic and social development. Ensuring that workers and employers have a voice and are represented is therefore essential for the effective functioning not only of labour markets but also of overall governance structures at the country level. The right to organize and bargain collectively is thus a significant element to be considered by all international organizations in pursuing their own objectives within their respective mandates.

		Yes	No
2.1	Does your agency carry out any policy, strategy, programme or activity directly or indirectly related to freedom of association?		
2.2	Does your agency consider the role played by freedom of association in achieving its own policy goals?		
2.3	Does your agency promote and respect the right of employers and workers, as well as of other interest groups, to organize and voice their concerns freely?		
2.4	Are your agency's policies, strategies, programmes and activities directly or indirectly concerned with the issue of collective bargaining in its areas of activity?		
2.5	Has your agency ever identified in countries where it is acting any form of violation of freedom of association and collective bargaining?		
2.6	Has your agency ever witnessed in countries where it is acting any attempts to justify the violation of the right to organize and bargain collectively?		
2.7	Has your agency ever had to raise these concerns with counterparts at the national level?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

C3 Abolition of forced labour

Slavery and human trafficking seem things of the past to many. Unfortunately, this is not the case in many parts of the world and in many areas of activity, both in developing and industrialized countries. To combat and eliminate this horrendous activity, the entire international system should be aware of its existence and should actively fight against it. There are many dimensions to slavery and human trafficking: the trafficking of migrant workers; the sexual exploitation of children and women; drug abuse; the risks arising from economic activities such as mining, agriculture, construction and tourism; local and national corruption; and so on. These aspects are also linked to economic and social policies such as education, health, trade and productivity. How global production systems or export processing zones could be linked to these crimes are also sources of concern.

		Yes	No
3.1	Does your agency directly or indirectly carry out any policy, strategy or programme to combat forced or compulsory labour in member States?		
3.2	As part of its normal activities, has your agency ever identified any form of violation related to forced labour?		
3.3	As part of its normal activities, has your agency ever been confronted with member States or any other stakeholders justifying the existence of forced labour as a way of boosting productivity or alleviating poverty?		
3.4	Do your agency's activities address the issue of human trafficking?		
3.5	Do they address the issue of slavery or bonded labour?		
3.6	Has your agency developed any tool to address the above problems?		
3.7	Does your agency monitor and evaluate activities aimed at preventing or eliminating these forms of forced labour?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
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Good practices
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Forced labour can include traditional slavery, coercive recruitment, bonded labour, which is tied to a vicious cycle of debt, and human trafficking.

Action to tackle human trafficking often focuses on the “supply side” factors, especially the poverty, unemployment and socio-cultural factors in sending communities. But it is also essential to address the “demand side” factors at the destinations – which can be a combination of client and consumer desires, the direct interest of businesses in exploiting the trafficked persons (women and children are especially vulnerable), and the unregulated nature of economic sectors which makes exploitation little or no risk for the exploiters. The implications are for action by both source and destination countries. It is also important to work towards regulated, orderly and humane labour migration systems. Attempts to stop trafficking by restrictive migration policies often have the unintended opposite effect of encouraging trafficking and aiding and abetting traffickers.

Please refer to:

- <http://www.ilo.org/dyn/declaris/DECLARATIONWEB.INDEXPAGE>
- http://www.unodc.org/unodc/en/trafficking_human_beings.html
- http://www.unodc.org/unodc/en/trafficking_protocol.html

There is a dark side to poverty where millions of workers are bonded to their employers and forced to work for substandard or no wages because their earnings are retained by the employer or by a middleman to repay an outstanding debt. Based on ILO's activities, there are some lessons to be extracted:

- Savings and credit groups can extend financial services to very poor households at risk of bondage or who have been legally released from bondage.
- Different sets of financial services must be specifically designed for poor households – the emphasis should be on building assets, diversifying income sources and reducing vulnerability.
- The provision of microfinance alone will not solve debt bondage. It must be combined with complementary non-financial services to achieve sustainable poverty reduction.
- Social empowerment is important – spreading social awareness messages on topics such as labour rights, health care, procedures for accessing government schemes.
- The intergenerational nature of bonded labour means that it is important to target education for children and youth.
- Skills training for adults and adolescents will help households diversify their income sources and be less dependent on the landlord or employer.
- Health expenses are primary debt triggers, so it is important to provide preventive and curative health services to the target population.
- For the worst forms of debt bondage, enforcement of legislation would be appropriate but complicated.

For more information refer to:

<http://www.ilo.org/public/english/employment/finance/download/daru.pdf>
<http://www.ilo.org/public/english/employment/finance/download/churchquer.pdf>

C4 Elimination of child labour

All child labour, and especially the worst forms, should be eliminated. It not only undermines the roots of human nature and rights but also threatens future social and economic progress worldwide. Trade, competitiveness and economic efficiency should not be a pretext for this abuse. Many dimensions linked to child labour are present in the mandates of all the international agencies: human rights, migration, economic and social development, crime, HIV/AIDS, trade, rural development, health and educational systems, infancy and population policies, and many others.

		Yes	No
4.1	Does your agency directly or indirectly promote the elimination of the worst forms of child labour in member States?		
4.2	Are provisions made to ensure that the policy, strategy, programme or activity does not have negative direct or indirect consequences on child labour?		
4.3	Has your agency used tools such as the ILO Minimum Age Convention, 1973, (No. 138) and the Worst Forms of Child Labour Convention, 1999, (No. 182), leading to the elimination of the worst forms of child labour?		
4.4	Do the monitoring and evaluation systems used by your agency measure possible impacts on child labour?		
4.5	Are indicators on child labour used among indicators on the impact of the policy, strategy, programme and activity?		

		Yes	No
4.6	Are data on child labour regularly collected?		
	If so,		
4.6.1	Does the agency build capacity to collect and analyse such data?		
4.6.2	Does your agency share such data with other relevant agencies?		

How-to-tools
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials

Knowledge-based tools
<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data

Good practices
<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

The worst forms of child labour expose the child to health, safety and moral hazards and to physical, psychological and emotional abuse and harm. This in itself is a violation of fundamental human rights and has been shown to hinder children’s development, potentially leading to lifelong physical or psychological damage. Evidence points to a strong link between household poverty and child labour. Child labour perpetuates poverty across generations by keeping children of the poor out of school and limiting their prospects for upward social mobility. This lowering of human capital has been linked to slow economic growth and social development.

To prevent the inadvertent use of child labour in projects:

- ensure planning from the very start to target only adult employment;
- agree with target groups that children should not be used;
- set up monitoring procedures to check on child labour;
- set up pre-announced punitive measures against participants employing child labour (e.g., loss of credit, technical assistance);
- incorporate positive incentives for children in target areas to have access to schooling;
- incorporate rescue, rehabilitation and compensatory mechanisms for children adversely affected by child labour.

For more information please refer to:

- <http://www.adb.org/Documents/Handbooks/Core-Labor-Standards/default.asp>;
- <http://www.ilo.org/public/english/standards/ipec/about/implementation/ipec.htm>
- <http://www.ilo.org/ilroot/public/english/standards/ipec/doc-view.cfm?id=3319>

Agriculture is the economic sector where over 70 per cent of child labour is found. It is estimated that some 132 million children under 15 years of age work on farms and plantations worldwide. In addition to the sheer numbers of children involved, several other characteristics make agricultural child labour both a serious problem and a particularly difficult one to eliminate.

Agricultural child labourers work in one of the three most dangerous sectors in terms of their health and safety (the other two being construction and mining). They can be killed or injured and their health can be impaired as a result of their work. They also often start work from an early age, as young as 5, 6 and 7 years.

For more information please refer to:

- <http://www.ilo.org/ilroot/public/english/standards/ipec/doc-view.cfm?id=2799>

The ILO's International Programme on the Elimination of Child Labour (IPEC) works towards the progressive elimination of child labour by strengthening national capacities to address this important issue and creating a worldwide movement to combat it. IPEC is also watchful of opportunities to contribute to national discussions on the implementation of ILO Conventions. These discussions can feed into the governments' reports on ratified Conventions, thereby opening the process to a broad range of government officials and employers' and workers' representatives. This is especially important in the case of ILO Convention No. 182, which covers many aspects that are beyond the direct scope of labour legislation (such as slavery-like practices, trafficking, sexual exploitation and illicit activities).

For further information please refer to:

<http://www.ilo.org/public/english/standards/ipec/about/implementation/ipec.htm> and

<http://www.ilo.org/iloroot/public/english/standards/ipec/doc-view.cfm?id=3319>

C5 Non-discrimination

Often, discrimination based on ethnicity, race, religion or gender is at the root of many armed conflicts, social unrest, poverty and many other threats. When developing a population policy or an education or health strategy, or when tackling productivity, migration issues or any other field of work in international organizations, it is very important to examine and address the problems related to discrimination, be it gender or any other dimension. Gender mainstreaming has been on the agenda for many years and is now an established common practice within the international system. Other forms of discrimination, however, are also significant and action to eliminate all of them should be pursued equally.

		Yes	No
5.1	Do your agency's policies, strategies, programmes and activities relate to or affect any form of discrimination at work, such as discrimination based on gender, race, ethnicity, religion or other dimension, and are they affected by it?		
5.2	Has your agency directly or indirectly pursued any activity to combat discrimination at work as a means of overcoming poverty or as a development issue?		
5.3	Does your agency regularly collect relevant statistics disaggregated by sex or by any other variable considered as a source of discrimination at work?		
5.4	Does your agency have institutional directives or discretionary guidelines for gender mainstreaming into its activities?		
5.5	Does the agency systematically conduct gender analysis to identify, monitor and evaluate the differential impact of policies, strategies, programmes or activities on women and men and to guide implementation towards gender equality?		
5.6	Does your agency systematically analyse other sources of discrimination (based on race, ethnicity, religion, social status, disability, national origin, language, age, etc.) to assess the impact of its policies, strategies, programmes or activities in combating discrimination at work?		
5.7	Does your agency define the implementation and monitoring requirements concerning gender in the contractual agreements with executing, implementing and cooperating agencies or with any counterparts at the local or national levels?		
5.8	Do policies, strategies, programmes or activities specifically recognize the different economic contribution of diversity to the productive and care economies?		

How-to-tools	Knowledge-based tools	Good practices
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials 	<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data 	<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Freedom from discrimination is a fundamental human right and is essential for workers to choose their employment freely, to develop their full potential and to reap economic rewards on the basis of merit. Eliminating discrimination in the workplace also has significant economic benefits. Employers who practice non-discrimination have access to a larger and more diverse workforce. Workers who enjoy equality of opportunity and treatment have greater access to training, often receive higher wages and improve the overall quality of the workforce. The profits of a globalized economy are more fairly distributed in a society with equality, leading to greater social stability and broader public support for further economic development. The international labour standards on non-discrimination provide tools to eliminate all aspects of discrimination in the workplace and in society as a whole. They also provide the basis upon which gender mainstreaming strategies can be applied in the field of labour.

Gender equality can be promoted in many ways. For instance, addressing the issue of inheritance and property rights is often critical to ensure that rural women and women farmers – who are agriculturalists in their own right and who are often exclusively responsible for food production and processing and feeding their families – are able to access agricultural extension services, credit, etc.

Policies, strategies, programmes or activities to protect vulnerable women and girls from being trafficked into exploitative forms of labour need to be directed at families, especially male members who are often responsible for deciding who contributes to family income and how.

Although, in most cases, trade liberalization has resulted in increases in female labour force participation, it is important to examine occupational segregation along gender lines. For example, women are over-represented in lower status and more poorly remunerated jobs, such as in the informal economy and in export processing zones, where working conditions are often very poor.

In promoting equal educational opportunities for girls and boys, it is important not only to promote girls' education but also to ensure that boys and girls are retained in the education system and prepared appropriately for having wide and equal access to labour market opportunities.

For more information:

http://ec.europa.eu/europeaid/projects/gender/toolkit_en.htm

The Gender, Poverty and Employment Programme of the ILO supports efforts to reduce poverty. It is aimed at raising awareness of the interfaces of poverty, gender and employment and at enhancing national capacities to formulate and adopt gender-sensitive policies and programmes for combating poverty and social exclusion through decent work, as well as for improving the quality of women's employment. It advocates that the elimination of gender-based inequalities and discrimination should be an integral part of the poverty agenda.

For more information please refer to:

<http://www.ilo.org/public/english/employment/skills/informal/gpe>

C6 Application of international labour standards


Compliance with international labour standards not only protects workers' rights but also fosters business confidence and respect for the rule of law. International labour standards cover the whole range of employment and labour issues. Respect for international labour standards helps prevent countries from engaging in destructive competition in the quest to gain comparative advantages in global trade. Improvements in labour law on the basis of international labour standards improves the environment for investment and business.

All international labour standards, when ratified by member States, are binding instruments and are reflected in national law. They cover a wide range of issues, most of which relate to the fields of action covered by the mandates of international organizations. Hence, the Conventions and Recommendations are a unique set of tools that can prove to be very useful when dealing with a specific topic and they have the advantage of facilitating national engagement and ownership by national constituents.

The ILO has the mandate of setting international labour standards and of supervising their application in member States that have ratified them. For this purpose, the ILO has an elaborate supervisory machinery which has been in existence since 1919.

		Yes	No
6.1	Are your agency's policies, strategies, programmes or activities directly or indirectly related to the promotion or application of relevant international labour standards?		
6.2	Is your agency aware and taking account of relevant international labour standards when dealing with issues related to its mandate?		
6.3	Does your agency take account of relevant Conventions ratified by a specific member State when dealing with that State on issues related to its mandate?		
6.4	Does your agency promote compliance with international labour standards as a way of achieving decent work?		
6.5	In the member States where your agency operates, do the policies, strategies, programmes or activities of your agency specifically aim to:		
6.5.1	promote the ratification of relevant international labour standards?		
6.5.2	strengthen the capacity to implement ratified Conventions effectively?		
6.5.3	follow up on observations and conclusions of ILO supervisory bodies and assist in finding solutions to problems which have been identified?		
6.5.4	promote advocacy and awareness on international labour standards?		
6.6	If your agency does not take into account a country's commitment to international labour standards, has it identified the reasons why it does not do so?		
6.7	Has your agency considered trade-offs between international labour standards and other economic or social variables?		
6.8	If so, are these trade-offs related in the short or long term to the sequencing of policies?		
6.9	If so, are they related to economic reasons such as productivity, competitiveness, global production systems or related issues?		
6.10	Are these trade-offs related to social or cultural issues?		
6.11	Does your agency use the knowledge and tools contained in the ILO's Conventions and Recommendations as a means of assisting countries in applying and ratifying international labour standards?		

How-to-tools	Knowledge-based tools	Good practices
<ul style="list-style-type: none">• Manuals• Guidelines• Training materials	<ul style="list-style-type: none">• Policy briefs• Research• Evaluation• Knowledge networks• Data	<ul style="list-style-type: none">• Africa• Asia, Pacific and Middle East• Latin America and the Caribbean• North America• Europe



The ILO's Committee of Experts on the Application of Conventions and Recommendations has made observations on over 800 instances of problems in applying ratified ILO Conventions, ranging from serious instances of forced labour and child labour to more technical problems in the realm of social security and occupational safety and health. The United Nations system can help promote the application of standards by identifying priority areas in improving compliance with labour standards and fostering social dialogue around these issues.

For more information, see:

<http://www.ilo.org/ilolex/english/index.htm>

D

GOVERNANCE AND SOCIAL DIALOGUE	49
D1 Promoting good governance: Labour law and institutions.....	49
D2 Strengthening and involving social partners and promoting social dialogue.....	52

D Governance and social dialogue

The decent work approach stresses that good governance, dialogue and consultation between the partners concerned help ensure maximum participation in the formulation and effective implementation of economic and social policies that affect the world of work. This important and distinct feature of the Decent Work Agenda is not only a method of reaching understanding, balance, negotiation, consensus and peace, but also a fundamental objective and the essence of democratic governance in the world of work.

Tripartism in the world of work refers to social dialogue between governments, employers and workers, as direct and key actors of the economy. It requires representative and well-functioning employers' and worker's organizations, referred to as the social partners of governments. Similarly, effective tripartism and social dialogue require a strong commitment by governments, particularly ministries of labour and employment, alongside solid respect for institutions and the rules governing such dialogue.

Tripartism and social dialogue are fundamental to ensuring maximum buy-in by all relevant actors in both economic and social policy, including a wide range of issues such as public health and environmental protection. Narrower issues can be dealt with through a sectoral approach to social dialogue and tripartism. Sound labour administration (including effective public institutions to deal with labour and employment matters), the collection of labour statistics and labour inspection are all essential components in ensuring the implementation of decent work objectives; they also offer a means of addressing wider development issues.

More information on social dialogue and governance can be found at:

<http://www.ilo.org/public/english/dialogue/ifpdial/index.htm>

<http://www.ilo.org/public/english/dialogue/actemp/>

<http://www.ilo.org/public/english/dialogue/actrav/>

D1 Promoting good governance: Labour law and institutions

Institutions and good governance are very topical issues. It has been acknowledged that good governance is a prerequisite for many policies, strategies, programmes and activities carried out by the international system. The necessary rule of law, the fight against corruption and bad practices and the strengthening of checks and balances within countries and in the multilateral system are only a few of the factors determining the success of interventions.

Institution building is crucial to all international organizations and is essential when trying to mainstream decent work and productive employment into their mandates. Labour law and regulations and member States' capacity to enforce them are also critical factors. All organizations deal with workers and workplaces, wages and regulations and many other matters related to the world of work. The issue of how best to achieve decent work through strengthening institutions, including through tripartism and social dialogue, is thus closely linked to the activities of agency staff.

		Yes	No
1.1	Is your agency directly or indirectly involved in providing policy advice on labour law and regulations?		
1.2	If so, has it specifically used or referred to ILO Conventions and Recommendations or to the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up?		
1.3	Even if it has not been directly involved in labour law and regulations, is your agency aware of the implications of labour laws on a wide range of human activities related to the world of work, especially those connected with its mandate?		
1.4	Have your agency's policies, strategies, programmes or activities directly or indirectly had to address the following areas of labour law and regulations:		
1.4.1	freedom of association (e.g. the freedom to establish trade unions or employers' associations)?		
1.4.2	collective bargaining (e.g., to set wages)?		
1.4.3	employment relationship (e.g., type of employment and service contracts)?		
1.4.4	resolution of labour disputes?		
1.4.5	access to justice?		
1.4.6	child labour (any form)?		
1.4.7	HIV/AIDS or other diseases?		
1.4.8	hours of work?		
1.4.9	workers with family responsibilities?		
1.4.10	wage-setting?		
1.4.11	occupational safety and health?		
1.4.12	non-discrimination?		
1.4.13	gender equality?		
1.5	Has your agency ever directly or indirectly provided advice on labour law reform to member States?		
1.6	Are the policies, strategies, programmes or activities of your agency aimed at strengthening enforcement of labour law and regulations by member States?		
1.7	Has your agency been directly or indirectly involved in any policies, strategies, programmes or activities to develop or strengthen labour market institutions, such as labour administration, employment services, labour inspection, labour courts or labour dispute resolution bodies?		
1.8	Does your agency regularly work with employers' organizations when formulating, implementing, monitoring or evaluating policies, strategies, programmes or activities?		
1.9	Does your agency regularly work with trade unions when formulating, implementing, monitoring or evaluating policies, strategies, programmes or activities?		
1.10	Has your agency been in contact with member States' ministries dealing with labour and employment issues, especially with regard to effective application of labour and social legislation in the informal economy and in rural areas?		
1.11	Does your agency have any specific arrangements to consult workers in the informal economy on policies or programmes that may affect them?		

How-to-tools	Knowledge-based tools	Good practices
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials 	<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data 	<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

A labour market is said to perform well if it achieves the objectives of efficiency and fairness. These objectives imply that the job market will match workers with jobs and that workers will be paid a wage rate that is related to their productivity. Moreover, a well-functioning labour market will protect workers against the risk of income loss. To this end, countries have to reform labour markets, develop social protection systems and provide basic rights and socio-economic security for workers, in order to achieve the objective of decent employment.

It is not enough to strengthen labour law and regulations. Information, advocacy and enhanced legal literacy are also important, especially for the socially excluded, and particularly for workers in the informal economy, migrant workers and ethnic minorities. Such groups need to know the rules, know what their rights are and how to claim these rights and know how to seek recourse in the case of violation of those rights.

Please refer to: <http://www.ilo.org/public/english/dialogue/ifpdial/lhg/index.htm>
<http://www.adb.org/Economics/pdf/Labor-Markets-in-Asia.pdf>
<http://www.ilo.org/public/english/dialogue/ifpdial/areas/admin.htm>

D2 Strengthening and involving social partners and promoting social dialogue

Democratic processes and wide participation by actors are key factors in sustainable development worldwide. The participation of social partners such as workers' and employers' organizations, as well as other member-based organizations, has been crucial for many countries as a way of achieving development or addressing national problems. Dialogue means opportunity and hope, but also balanced and well-informed solutions, sustainability and ownership. The decisions made through dialogue prove to be much more stable and all-encompassing. This is especially true in the world of work, since considering and reflecting different interests leads to more harmonious employment relationships.

Collective bargaining is a fundamental mechanism for negotiating and setting agreed rules between workers and employers and will govern industrial relations at the national, sectoral and local or enterprise levels. Increasingly, global framework agreements are emerging in multinational economic activity, addressing labour issues at the international level. Collective bargaining usually only governs labour relations in the formal economy, mostly in well-organized sectors or branches of economic activity. As a fully recognized labour-management governance instrument in industrialized countries, collective bargaining needs to be further developed, recognized, regulated and respected in many developing countries, particularly in weak and badly organized sectors of the economy.

		Yes	No
2.1	Has your agency directly or indirectly promoted any social dialogue mechanisms with any group of constituents to define, consult or decide on programmes, activities or strategies within its mandate?		
2.2	Has your agency made use of any dialogue mechanisms when developing a local or national development plan or strategy?		
2.3	Has your agency extended any dialogue mechanisms beyond its natural constituents?		
2.4	Has the agency made use of dialogue mechanisms involving employers' and workers' organizations when dealing with PRSPs, common country assessments, UNDAFs and other United Nations country team activities, plans or strategies across the United Nations system?		
	If so,		
2.5	Has your agency ever consulted:		
	2.5.1 employers' organizations?		
	2.5.2 workers' organizations?		
	2.5.3 other member-based organizations?		
2.6	Does your agency have any consultative or advisory body that includes representatives of employers' organizations, trade unions or governments?		
2.7	Does your agency specifically draw on the technical knowledge and capacity of employers' or workers' organizations in the formulation, implementation, monitoring or evaluation of policies or programmes dealing with employment and decent work?		
2.8	Does your agency use any social dialogue framework or tripartite or similar structure or processes when formulating, implementing, monitoring or evaluating its policies or programmes?		
2.9	Does your agency take into consideration any existing collective agreement between workers and employers when acting in a particular sector or area of economic activity in a given country?		
2.10	Does your agency consider that collective bargaining and rule-based negotiations and agreements between workers and employers can positively contribute to effectiveness, legitimacy and sustainability in your particular area of activity?		

How-to-tools	Knowledge-based tools	Good practices
<ul style="list-style-type: none"> • Manuals • Guidelines • Training materials 	<ul style="list-style-type: none"> • Policy briefs • Research • Evaluation • Knowledge networks • Data 	<ul style="list-style-type: none"> • Africa • Asia, Pacific and Middle East • Latin America and the Caribbean • North America • Europe

Social dialogue, which includes all types of negotiation, consultation or exchange of information between or among representatives of governments, employers and workers on issues of common interest relating to economic and social policy, can promote consensus building and democratic involvement among the main stakeholders in the world of work. Successful social dialogue structures and processes, including more structured labour-management relations such as collective bargaining agreements, have the potential to resolve important economic and social issues, encourage good governance, advance social and industrial peace and stability, promote productivity growth and boost economic progress.

For more information please refer to:

<http://www.ilo.org/public/english/dialogue/ifpdial/areas/social.htm>

The right to education is a fundamental human right, yet at least 100 million children are still not enrolled in primary school, 55 per cent of which are girls. Nearly one-sixth of the world's population does not have the basic education required to work out of poverty. Many countries fail to educate their children and their adults not only because of the lack of qualified teachers, but because of a lack of good teachers who are properly trained to high standards. Because teachers are underpaid, it is difficult to attract, retain and motivate them. Teachers are crucial in guaranteeing the success of primary education reform. Thus, there is a need for a proper social dialogue process to ensure their support. Several tools are available at:

<http://www.ilo.org/public/english/dialogue/sector/sectors/educat.htm>

Labour relations in health services are very complex: different labour legislation applies in public institutions and in the private sector; services may be subject to national as well as to local regulations; in large units, at least, there is a highly structured system of work organization; and, as the sector provides an essential service to the public, restrictions on trade union rights may be deemed necessary by the authorities. The decentralization of bargaining has been perceived as a challenge, as well as an opportunity, for the various stakeholders. The move away from centralized bargaining has often required a significant training effort within organizations or services and a decentralization of finances as well as responsibilities for the social partners. Nevertheless, the health system reform process must be built upon sound social dialogue mechanisms; otherwise, it will fail.

For more information and tools please refer to:

<http://www.ilo.org/public/english/dialogue/sector/sectors/health/rel.htm>

Sound and harmonious industrial relations at the national, industry and enterprise levels will determine the production of goods and services and therefore economic growth. Efficiency and quality depend on a motivated workforce, for which sound industrial relations are necessary. Good labour-management relations help to create a system that encourages innovation and is better able to adapt to the rapid changes associated with globalization. Productivity (a key consideration of profitability) and the ability of enterprises to offer better terms and conditions of employment are both necessary for economic and social development. A sound labour relations base is essential in this regard and social dialogue helps to create this base.

Annex

Guidelines for self-assessment

Introduction

The United Nations System Chief Executives Board for Coordination (CEB) chaired by Secretary-General Ban Ki-Moon, at its April 2007 session, approved the Toolkit for Mainstreaming Employment and Decent Work and agreed to proceed with its application.

On 17 July 2007, the Economic and Social Council (ECOSOC) adopted a Resolution calling on the whole multilateral system to collaborate in using, adapting and evaluating the application of the Toolkit and to implement a three-phased approach in action plans to promote the goals of full and productive employment and decent work for all, and requesting the ILO to provide support and assistance to the agencies to do so.

The three-phased approach in action plans called for in the ECOSOC Resolution involves: (i) each organization formulating in close collaboration with the ILO, its own action plan by end 2007/beginning 2008; (ii) follow-up on the action plan by end 2008/beginning 2009 by promoting ownership by the organization and enhancing the decent work elements of its policies, programmes and activities, including consolidating decent work elements in larger clusters of the organization's mandate; and (iii) establishing by the end of 2009 a system-wide action plan for the period 2010-2015.

The first and most urgent step towards the preparation of action plans is for each organization to carry out a self-assessment of the employment and decent work outcomes of its own policies, programmes and activities, as agreed in the Toolkit and endorsed by the CEB. As such the Toolkit is an awareness raising tool and a diagnostic questionnaire to establish a baseline to mark progress in 2010 and 2015, as requested by ECOSOC. The self-assessment exercise will further help each organization in identifying and selecting its own policies, operational tools and good practices that can contribute to improve employment and decent work outcomes in its own fields of competence.

The guidelines presented below are intended to help ensure that the self-assessment is an opportunity for each organization to determine how it can better deliver the outcomes under its own mandate by integrating employment and decent work outcomes and to be able to use the results of its self-assessment to develop its own action plan. The guidelines are organized as follows:

1. Questions and answers: Those conducting the self-assessment may have some basic questions on why and how the exercise should be carried out.
2. The criteria for responding to the diagnostic checklist in the Toolkit: Answers to the checklist should be based on a list of objective criteria, so that each organization is clear about how it established its own baselines and has tangible means/indicators to monitor its own future progress.
3. Suggestions for reporting on the results of the self-assessment: The report should provide useful information that can serve as inputs for the preparation of the organization's action plan and for subsequent monitoring.
4. Clarification and examples of tools: There are different kinds of tools and resources that an agency can identify and contribute to the knowledge base in the interactive website.

1. Q&A on the self-assessment

Why conduct a self-assessment? So that each organization can systematically determine for itself how it can optimize the outcomes under its own mandate by improving the employment and decent work outcomes of its policies, programmes and activities. The self-assessment is an essential first step for each organization to prepare its own action plan, as called for in the 2006 ECOSOC Ministerial Declaration and 2007 ECOSOC Resolution. It is not an external audit and should not be an administrative burden to the

organization. The aim is to have a truly useful internal exercise to establish baselines against which progress can be monitored in 2010 and 2015; identify critical gaps and challenges; and also provide a basis for the formulation of the organization's action plan to improve employment and decent work outcomes and thereby more effectively deliver the outcomes under its own mandate. A lesson learned from participatory assessments of how institutions have been mainstreaming gender is worth noting – such self-assessments often serve as useful entry points for an institution to discuss its own wider substantive and operational concerns.

What does the self-assessment entail? The Toolkit contains a diagnostic checklist of questions that an organization may ask itself to assess and maximize the employment and decent work outcomes of its strategies, policies, programmes and activities. To use the Toolkit for self-assessment, an organization may carry out the following steps:

- i. Start by reading the entire Toolkit. Given the integrated nature of the four pillars of the Decent Work Agenda and the wide range of policy areas under each pillar that affect or are affected by employment and decent work, it would be useful to be familiar with all chapters, sections and questions.
- ii. Answer the questions in the diagnostic checklist. To tick Yes or No in the checklist boxes, the answers should be based on objective criteria – so that the bases on which the assessment is made are clear and can be used to develop the organization's action plan and to monitor subsequent progress. A list of objective criteria is provided in Section 2 below.
- iii. Identify the various types of tools (explanations and examples of tools are provided in Section 4 below) the organization already has, and select those that can be posted on an interactive website and shared with all CEB members.
- iv. Prepare a report of the self-assessment – that should not only compile the answers to the checklist but also provide information useful as inputs for the organization's action plan. Suggestions for the reporting format are provided in Section 3 below.

Do all questions in the Toolkit checklist need to be answered? The diagnostic checklist in the Toolkit is broadly organized according to the four pillars of the Decent Work Agenda, as defined and approved globally and by all countries and regions (employment, social protection, rights and standards at work, and governance and social dialogue). Since these pillars are not separate but integral parts of a coherent approach the checklist is not intended to be a “pick and choose” option. To achieve the goals of full and productive employment and decent work for all, all four pillars are strategic and need to be considered. Under each pillar (corresponding to each chapter in the Toolkit) are a number of sections to reflect the multifaceted, complex and interlinked nature of employment and decent work goals and the wide range of policy areas that affect or are affected by employment and decent work. Therefore, all questions should be answered.

But, of course, each organization has its own mandate and understandably may find some sections of the checklist more relevant than others. However, answering all the questions would enable the organization to realistically identify: the areas where it has no mandate or capacity to act; the areas where it has limited activities or different approaches than perhaps what is indicated in the checklist; and, importantly, the areas where it is already engaged or may be engaged or where it sees opportunities to enrich its policies, programmes or activities by integrating employment and decent work. This should result in a full picture under all the strategic objectives of the Decent Work Agenda, and should help to identify both opportunities for partnerships and synergies between different organizations and where division of work is a more efficient and natural approach.

Who should conduct the self-assessment? A self-assessment at institutional level ideally should involve a mix of personnel – those responsible for key policy decisions of the

agency and technical staff covering different technical areas and, as appropriate, geographical areas. An organization may decide to form a team for the exercise, which could then continue to spearhead its efforts to maximize employment and decent work outcomes. Importantly, the representative of the organization to the High-Level Committee on Programmes (HLCP) of the CEB should play a lead role. Also, it is necessary that all those involved in conducting the self-assessment should be well acquainted with the Decent Work Agenda and the Toolkit itself. Before carrying out the self-assessment, an awareness raising/advocacy session could be organized with support from the ILO.

How can the ILO assist? In response to the CEB and the ECOSOC Resolution, an ILO team has been set up to provide support and assistance to agencies for the exercise. In addition to these guidelines, the ILO team proposes to pay a visit to the organization to meet with the responsible staff, introduce the Toolkit, explain and clarify the self-assessment steps and discuss appropriate forms of collaboration. It would be very useful if agency staff could read through the Toolkit and these guidelines before the ILO team visits the agency. The different forms of collaboration could be, for example: (i) the agency then conducts the self-assessment on its own but has access to an assigned ILO team member(s) who can be contacted by phone or email for clarifications, assistance, advice; or (ii) the agency identifies which component of the self-assessment it would like direct assistance for, and an ILO team member(s) could undertake a mission to work directly with the responsible colleagues in the agency.

2. Criteria for the self-assessment

The self-assessment checklist has a series of questions with Yes/No boxes for answers. To meaningfully respond to these questions is not a simple matter of someone just ticking the boxes. The criteria or bases for answering have to be clearly identified, so that there are objective data or indicators for establishing baselines, identifying key gaps and challenges, having realistic information to prepare action plans, and being able to monitor subsequent progress. The suggestion is that for each section of the checklist, the basis/criterion for answering “Yes” to a particular question is specified, explained and appropriate references (websites, reports, project names or codes) are provided. An organization may also indicate the reasons behind the “No” responses – these may indicate areas outside its mandate or may identify areas for future action to improve employment and decent work outcomes and thereby optimize outcomes under its own mandate.

Possible objective criteria are listed below and brief explanations are provided to help illustrate how an organization may determine, justify and explain its answers for each particular subsection of the checklist. Some examples are provided of how these criteria could be used to define baselines and indicators for monitoring progress. It is important to emphasize that these criteria are not ILO or externally imposed; they are only suggestions of how an organization may meaningfully apply the Toolkit checklist:

- ***The agency’s mandate:*** The baseline may show that the organization’s constitution, mission statement, standards, declarations, key policy goals make(s) specific reference to employment and decent work outcomes. The organization already may have assigned specific responsibility to a unit within its own institutional structure for spearheading efforts to promote employment and labour issues. An indicator for measuring progress may be that the organization spells out a clear strategy and implementation plan for achieving the relevant mandate.
- ***The programme and budget allocation:*** An organization may have made a specific allocation in its Programme and Budget to promote employment and decent work or it may have allocated resources for following-up on the Toolkit. It may be providing direct funding (loans, grants, microfinance) or it may be using donor/extra-budgetary resources for projects or activities explicitly to promote

employment and decent work. An indicator of progress could be an increase in the percentage of regular and/or extra-budgetary resources devoted to employment and decent work outcomes.

- ***Directives or guidelines for the formulation, implementation, monitoring or evaluation of policies, programmes or activities:*** An organization may, for example, have a compulsory directive concerning employment and decent work outcomes in its own strategies - for example, that proposals for infrastructure development projects must include an assessment of the likely impact on job creation and job destruction or that agricultural development programmes must guarantee non-use of child labour. An organization may also have its own checklist for integrating core labour standards in country poverty analysis, or operational manual/guidelines for using labour-intensive techniques in crisis response or post-conflict situations. Or an organization could specify employment and decent work outcomes as conditionality in a bidding process for projects, or include the impact on employment as part of the evaluation of a policy, programme or activity. It could also have included employment and decent work indicators in its reporting on its efforts to achieve the Millennium Development Goals (note that such directives or guidelines would be part of the tools an agency has for mainstreaming employment and decent work outcomes).
- ***Directly targeted policies, programmes or activities:*** An organization may have, for example, a training programme for staff or constituents on employment and labour issues as reflected in the decent work agenda, a project specifically to eliminate child labour, promote the establishment of micro and small enterprises, promote the rights of migrant workers or implement the code of practice on HIV/AIDS and the world of work.
- ***Research and knowledge management:*** An organization may have conducted studies, surveys, desk reviews, community of practice or held workshops, etc. to improve its knowledge base of the links between its policies, programmes and activities and employment and decent work issues.
- ***Data and statistics:*** An organization may regularly (specify how often) collect quantitative and qualitative information on the labour market and employment and decent work situation. An indicator of progress would be that data are collected for an increasingly detailed list of decent work aspects and that such data are systematically used to inform policies, programmes and activities of the agency.
- ***Awareness raising and advocacy:*** An organization may have activities devoted to raising awareness of employment and decent work concerns, for example through flagship publications, media events, seminars, etc.

In applying these criteria for the self-assessment, there are also a number of important cross-cutting considerations:

- ***The time frame:*** It is obviously necessary to establish a cut-off time frame. Policies, programmes or activities carried out more than five years ago may no longer be relevant or useful. A time frame no more than the preceding three years and especially activities that are still ongoing would be more appropriate. If an activity is planned for the future, the expected starting date should also be stated.
- ***The type and level of application:*** It would be important to note the type of policy, programme or activity (e.g. advisory services, loans, grants, training, research, infrastructure development, etc.); whether the policy, programme or activity is institution-wide or applicable only to certain units or departments of the organization; and whether the application is at global, regional, country, sectoral

or local levels. It would also be important to indicate the aspects of employment and decent work affected (e.g. income earned, gender equality promoted, security of employment, occupational safety and health, right to organize and bargain collectively, social security coverage, etc.).

- ***The gender dimensions:*** Policies, programmes and activities may differentially affect women and men, girls and boys. Whether and how an organization takes into account the gender dimensions in considering employment and labour issues would be useful to clarify.
- ***The target groups:*** The direct and indirect beneficiaries of an organization's policies, programmes and activities should be noted. For example, does an agency target workers in the informal economy or other vulnerable groups such as migrant workers, workers with disabilities, youth or the elderly, minorities, etc.
- ***Consultation and cooperation:*** Is the policy, programme or activity formulated, implemented, monitored or evaluated by the organization in an individual capacity or in consultation and collaboration with, for example, other CEB member organizations, government agencies, employers' and workers' organizations, civil society organizations, etc. The collaboration may be at global, regional, country, sectoral or local level.

3. Reporting on the self-assessment

The report on the self-assessment should be not only a document for the CEB but, importantly, a reference for the organization to develop an action plan and monitor its own progress in improving the impact under its own mandate through improving employment and decent work outcomes. The format for reporting on the self-assessment could, therefore, comprise a shorter document that goes to the CEB and a number of annexes for internal use by the organization to develop its action plan. Some guidelines for reporting are:

- ***Background information:*** It would be useful to briefly explain how the self-assessment was conducted – how did the agency organize itself; who (level of responsibility) was involved; the time frame; problems encountered and lessons learned.
- ***The completed self-assessment checklist:*** Report by sections for each of the four chapters reflecting the four strategic pillars of the Decent Work Agenda, following the structure in the Toolkit. For each section, analyze and summarize the results:
 - Where the Yes boxes have been ticked, indicate the objective criteria used for determining that the organization has, for example, promoted employment-rich and pro-poor employment growth. A number of criteria may be relevant and should all be explained, including indicating the type of policy, programme or activity and the aspects of employment and decent work affected.
 - In highlighting the criteria used, make sure to include the cross-cutting information; for example, was the policy, programme or activity at the global or country level; did it mainstream gender considerations; or did it involve collaboration with other agencies.
 - Where the No boxes have been ticked, identify the reasons why the organization's policies, programmes or activities have not, for example, promoted safety at the workplace. It is as important to identify problems, gaps and challenges as it is to report successes – since these should be the focus of action to improve employment and decent work outcomes. Similarly it is

important to identify areas outside the mandate or capacity of the organization – since these could help to define the division of work and possible collaboration with other organizations.

- With the baseline established for each section (how effective or not effective its policies, programmes or activities currently are), the organization may then wish to define quantitative or qualitative indicators for monitoring progress in the future. For example, it might state that by end 2008 it would have developed and applied a section in all project proposals on how they have taken into account fundamental principles and rights at work.
- **Follow-up:** The organization may wish to also indicate briefly the main steps planned (and the tentative time table) for follow-up to the self-assessment, including, for example, briefing of its staff on the results of the self-assessment and discussion on how best to address emerging challenges and concern, and preparation of the action plan. The organization may also wish to make suggestions for improving the Toolkit, including identifying tools that need to be developed to meet specific application needs.
- **Potential for partnerships and synergy:** The report may include some assessment of the potential of the employment and decent work related elements of the organization's activities to be integrated into a system-wide action plan, as called for in the ECOSOC Resolution. Such information would also highlight the potential for promoting policy coherence and partnerships/collaboration with the ILO and other organizations.
- **Annexes/additional information:** Whether as annexes to the report to the CEB or as information that the organization should record as part of the self-assessment, the following would be useful:
 - The completed checklist with all Yes/No boxes ticked.
 - List of tools the organization already has and that can be posted on the interactive website.
 - Documentation, website addresses, project codes and details, etc. to support the criteria used in completing the self-assessment checklist.

4. Tools for mainstreaming employment and decent work

As a component of the self-assessment, the organization should identify and evaluate the tools it has for improving the employment and decent work outcomes in its own fields of competence, and to post these on an interactive website in order to share with all other agencies. The knowledge base will keep expanding over time, with inputs from across the multilateral system. All agencies are encouraged to participate in the community of practice - to contribute tools and resources they currently have; to suggest improvements so as to make the employment and decent work outcomes more effective and to promote policy coherence; and to expand, deepen and tailor the “toolbox” to specific fields of intended application.

There can be several different kinds of tools:

- **“How-to” tools:** operational manuals, institutional directives, discretionary guidelines, conventions, recommendations, codes of conduct, training materials, etc. on how to integrate employment and decent work concerns into policies, programmes and activities, how to optimise the quantity and quality of employment, how to promote the development of small and medium-sized enterprises, how to conduct a gender audit, etc.

- ***Knowledge-based tools:*** policy briefs and research findings such as on the relationship between specific mandate areas and employment and decent work; data and statistics; evaluation reports of programmes, projects, knowledge-sharing networks, etc.
- ***Good practices and lessons learned:*** from policy and practical experience of what works, what does not work, the factors that make for success or non-success, the scope for replication or adaptation. “Good” practices can be assessed in terms of their innovation or creativity and their impact in terms of effectiveness, relevance or sustainability in mainstreaming employment and decent work.
- ***Advocacy tools:*** media messages, pamphlets, videos, educational and awareness raising materials such as on why mainstreaming employment and decent work can be a win-win strategy.
- ***Roster of experts/specialists/consultants:*** by thematic and geographic specialization.
- ***References and websites*** for additional and more detailed information.