



SECOND ITEM ON THE AGENDA

Progress report: Implementation plan to give effect to the conclusions concerning the role of the ILO in technical cooperation, adopted by the Conference at its 87th Session (June 1999)

1. At the 276th Session of the Governing Body, the Committee considered the above implementation plan,¹ which outlined the general directions for future action by the Office to give effect to the conclusions concerning the role of the ILO in technical cooperation, adopted by the International Labour Conference at its 87th Session in June 1999.
2. The implementation plan, presented in tabular form, listed numerous issues to be addressed, the main line of action or activities to be undertaken and a preliminary time-frame for action. A brief summary of the status of the work undertaken since the 276th Session of the Governing Body under the main issues addressed is included as an additional final column in the appendix. Given the number and breadth of the issues involved, as well as new developments in technical cooperation not included in the implementation plan, more complete reporting on the work done by the technical sectors and the regions will be submitted to the Programme, Financial and Administrative Committee in the report on programme implementation at its session in March 2001.
3. Among the issues cited in the implementation plan, several were highlighted by the Committee in November for particular attention and follow-up action by the Office. While the implementation plan was recognized as a useful monitoring tool for some items, views were expressed that the plan should be more clearly related to and integrated into the priority areas of the strategic budget, including the strategic and operational objectives. Clear indications should be given on priorities and on the resources that would be allocated to them. In line with the strategic budgeting process, consideration by the Governing Body of these issues should be given within the context of the strategic policy framework and the Programme and Budget for 2002-03. Similarly, the importance of evaluation was emphasized by a number of Committee members in November. A document on the ILO

¹ GB.276/TC/2.

4. evaluation strategy is before the Programme, Financial and Administrative Committee at the present session of the Governing Body. ²
5. A third major issue of concern was that of the delivery of technical cooperation services. The Office has taken specific action since last November to address the decline in the delivery rate, including the appointment of a Task Force on Delivery and strengthening of accountability for each project. The action taken by the Office is set out in part I of the paper submitted to the Committee under the first item on its agenda at the present session. ³ As regards the delivery of technical cooperation, the Committee highlighted the importance of the reform of field services. This issue is being addressed within the strategic policy framework presented to the Programme, Financial and Administrative Committee at the present session. ⁴

Geneva, 5 October 2000.

² GB.279/PFA/8.

³ GB.279/TC/1.

⁴ GB.279/PFA/6.

Appendix

Part I – Enhancing the relevance and effectiveness of ILO technical cooperation

Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
<p>1. A coherent programme</p>			
<p>1(a) Ensuring that technical cooperation is coherent in its focus, supports the four strategic objectives and the two cross-cutting themes of development and gender, and pursues their implicit goal of promoting fundamental principles and rights at work and international labour standards</p>	<p>To be effective and coherent in its focus, all technical cooperation must be guided by a shared vision, as expressed in Decent work, the Report of the Director-General to the 87th Session of the International Labour Conference, and on an understanding of the ILO's four strategic objectives, as well as its cross-cutting themes. While there have been good examples of technical cooperation activities covering several areas of ILO concern in the past, these must become the rule in the future. The guiding principles of technical cooperation will therefore be set out more clearly and internal communications and partnerships improved through:</p> <ul style="list-style-type: none"> • a policy statement on technical cooperation, communicating the guiding principles for technical cooperation, which will be disseminated throughout the Office; • regular field/headquarters consultations on general technical cooperation issues; • systematic communication between the field and headquarters, sectors and InFocus programmes resulting in action plans for collaboration; • the exploration of incentives to promote a sound technical cooperation programme, in particular through the distribution of RBTC resources; programme support income and personnel policy measures. 	<p>Completed by April 2000</p>	<p>Draft internal guidelines prepared and disseminated to all Executive and Regional Directors in July. Currently under discussion.</p>
		<p>Annually or at least biennially</p>	<p>First consultative meetings held January-March 2000 between the regions and headquarters. Annual meetings planned.</p>
		<p>Continuously, by e-mail etc. and periodic meetings</p>	<p>Ongoing.</p>
		<p>By end 2000</p>	<p>Ongoing.</p>

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Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
1(b) Establishing a common programming framework	<p>The ILO's programming mechanisms (and particularly the programme and budget) have tended to focus mainly on regular budget activities, with the result that the technical cooperation programme has been somewhat independent of the regular budget programme and has often lacked the minimum level of regular budget resources required to ensure effective delivery and development. The Office's activities – whether funded from regular budget or extra-budgetary sources – therefore need to be placed in a single framework, particularly through the international focus (InFocus) programmes:</p> <ul style="list-style-type: none"> • the regular budget operational objectives, indicators and targets will be integrated into the work programmes of the regions; • the programme and budget will be further developed as a single programming framework linking regular budget (including RBTC) and extra-budgetary resources; • systematic cooperation on technical cooperation and resource mobilization between the Office and the Turin Centre will be developed. 	Continuously	An integrated programme approach commenced Jan.-March 2000 with joint HQ-field programming meetings. Similar meetings are planned annually.
2. A relevant programme	<p>Integrating tripartite involvement at all stages of technical cooperation</p>	Completed by March 2001 for Programme and Budget for 2002-03	The single programming framework will be reflected in the Programme and Budget for 2002-03. Work started in 2000.
2(a) Integrating tripartite involvement at all stages of technical cooperation	<p>To ensure that it is as responsive as possible to constituents' needs, the ILO's technical cooperation programme has to be built firmly on the Organization's tripartite foundation. While much progress has been made in this respect since the implementation of the Active Partnership Policy (APP) in 1994, the APP and the country objective exercises will provide the framework for stronger and more consistent involvement of constituents in the programme. This will involve:</p> <ul style="list-style-type: none"> • strengthening the involvement of constituents in the formulation of and follow-up on country objectives, where possible through such mechanisms as tripartite national ILO committees; 	Started, to be continued	Work is ongoing in most field offices; a new approach is being developed to country objectives in order to dovetail them with the strategic and operational objectives of the Office.

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Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
	<ul style="list-style-type: none"> the development and revision of guidelines and training for ILO staff on tripartite involvement in technical cooperation and the use of country objectives as a programming instrument; evaluating the implementation of country objectives at the national level. 	First outputs by September 2000	Training of staff is included in design, monitoring and evaluation of technical cooperation courses, which are continuing at HQ, with the Turin Centre and in the field. The work on guidelines has been postponed pending further developments in the joint programming processes.
2(b) Integrating regional/subregional perspectives	<p>As regional and subregional integration and cooperation mechanisms take on steadily greater importance, the technical cooperation programme must become more responsive to regional and subregional needs and to the emerging economic and social requirements of regional and subregional integration and cooperation based on:</p> <ul style="list-style-type: none"> the formulation of regional/subregional strategies that need to be charted, and of operational plans with key support from the ILO's regional offices; the provision of support to constituents to strengthen their capacity to promote a social dimension in regional integration processes, particularly through their participation in dialogue. 	At the end of periods appropriate to specific situations	Ongoing as part of programme implementation. Work on these items will be part of the P&B proposals framework and the joint programming processes.
2(c) Focusing on enterprise promotion	<p>Micro, small and medium-sized enterprises (SMEs) will be promoted as major engines for employment promotion within a framework of creating an enabling environment for the promotion, realization and implementation of international labour standards. This will be done through:</p>	Biennially (each P&B) and updated periodically Continuously, as feasible	IFP/SEED's strategies to boost employment through small enterprise development target both individuals (through entrepreneurship and management training) and the economic environment in which they must thrive (fostering the development of a welcoming policy and regulatory environment and opening new markets to smaller businesses).

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Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
<ul style="list-style-type: none"> the further development of the ILO's wide range of enterprise-related programmes, taking into account, inter alia, the role of employers' organizations and the services they can provide to their constituents in this area; 	<ul style="list-style-type: none"> Starting January 2000 	<p>Activities with employers' organizations include action research and capacity building on designing and implementing strategies to extend services and build membership among associations of small enterprises and technical assistance to strengthen the representative and managerial capacities of small enterprise associations.</p>	<p>IPF/SEED is based on many of the same elements as the former ISEP and has strengthened work in the areas of promoting job quality in small enterprises, research on the linkages between small enterprise development and employment, enabling smaller businesses to enter new markets, and upgrading employment in informal enterprises.</p> <p>Joint activities are currently being carried out between IPF/SEED and SAFEWORK (linking job quality to productivity), IPEC (participation in area-based employment generation in areas with a high incidence of child labour), STEP (developing new tools for micro-insurance for micro-enterprises) and DECLARATION (promoting organizing rights in the informal economy).</p>
<ul style="list-style-type: none"> the International Small Enterprise Development Programme (ISEP), which will become a major vehicle for integrating quality dimensions in SME development; 	<ul style="list-style-type: none"> Ongoing 	<p>strengthened collaboration between all InFocus programmes, including SafeWork, IPEC and other relevant programmes, such as the global programme on Strategies and Tools against Social Exclusion and Poverty (STEP), to promote quality SME development;</p>	<p>Continuously</p>

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	<ul style="list-style-type: none"> the expansion of the Turin Centre's SME programmes. 	Ongoing	<p>Collaboration with the Turin Centre has included a joint conference on emerging good practices in Business Development Services.</p> <ul style="list-style-type: none"> The TURIN SME programmes are the fastest growing at the Centre, with a growth of approx. 10% in the past year.
<p>3. International labour standards and technical cooperation</p>			
<p>3(a) Providing effective technical cooperation assistance as a means of ensuring the implementation of the Declaration on Fundamental Principles and Rights at Work and its Follow-up</p>	<p>The adoption of the Declaration as a promotional instrument provides the ILO with a unique mandate and opportunity to develop a technical cooperation programme focusing more coherently on strengthening awareness and observance of its basic principles and values, within the framework of the InFocus programme on the Declaration and its Follow-up and the development of IPEC as an integrated programme, combining knowledge, advocacy and service functions. For this purpose:</p> <ul style="list-style-type: none"> technical cooperation assistance will be guided by the reports issued as part of follow-up on the Declaration; the technical cooperation programme will be designed to contribute to the campaign for the ratification of core Conventions launched in 1995, including the new Worst Forms of Child Labour Convention, 1999 (No. 182). 	<p>Ongoing</p> <p>Starting March 2000 for annual reports; November 2000 for global reports.</p>	<p>Work has progressed on these items. The Annual and Global reports have been produced. GB/279/TC/3 on the follow-up to the Declaration is before the Committee for consideration.</p> <p>Work is in progress. The ratification campaign for Convention No. 182 is a major activity in the IPEC IFP and includes specific technical cooperation projects for the campaign. In addition, a number of projects have been designed and are about to be funded to promote fundamental principles and rights at work under the Declaration.</p>

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Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
3(b) Helping to create an enabling environment for the promotion, realization and implementation of international labour standards through technical cooperation, with a view to assisting countries to ratify and implement international labour standards	<p>Technical cooperation has proven a powerful tool in helping constituents apply international labour standards more effectively in practice. Its contribution in this respect will be strengthened by developing a more substantive linkage between international labour standards and technical cooperation based on:</p> <ul style="list-style-type: none"> • more direct use in the technical cooperation programme of the comments of the ILO's supervisory bodies on the application of international labour standards, taking into account national priorities and country objectives; • the establishment of a focal point on international labour standards to facilitate internal communication and interaction on international labour standards and technical cooperation. 	On a regular basis	Work is ongoing and is part of the joint programming process that started in Jan. 2000. In addition to the joint programming process, the management support unit ensures coordination within and across sectors.
4. Cross-cutting issues		By March 2000	
4(a) Mainstreaming a gender perspective in all technical cooperation activities	<p>The gender perspective is being mainstreamed throughout the ILO's activities. Gender issues will therefore be taken effectively and coherently into account in all technical cooperation activities, as a major contribution to the ILO's objective of promoting equitable development. This process will be reinforced through:</p>		<ul style="list-style-type: none"> • ILO Action Plan on Gender Mainstreaming for Gender Equality distributed Office-wide, coupled with workshop in TURIN for HQ and field officials. • The inter-sectoral task force on statistics has gender data as a key topic. • Programme and Budget for 2002-03 will include gender-sensitive indicators and targets in the technical sectors.
	<ul style="list-style-type: none"> • the provision of guidance, within the context of the Office's integrated gender strategy, on the integration of gender issues in technical cooperation; 	Continuously	

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4(b) Reflecting development concerns in all ILO activities	<ul style="list-style-type: none"> the training of ILO staff and constituents in the mainstreaming of gender concerns in the development and implementation of technical cooperation. 	Starting January 2000	<ul style="list-style-type: none"> Courses have been ongoing, including pilot course on gender mainstreaming in the design, monitoring and evaluation of technical cooperation programmes.
	<p>The ILO's technical cooperation programme is one of its most practical contributions to development at the national and regional levels. The ILO's overall contribution to development will be improved by feeding back more systematically the lessons learnt in technical cooperation into the overall work programme of the Office, particularly through:</p> <ul style="list-style-type: none"> the development of more direct and systematic operational linkages between technical cooperation, policy actions, research, standard-setting and advocacy activities. 	Continuously	<ul style="list-style-type: none"> A needs assessment survey is currently underway to identify needs for guidance, information and tools. <p>A compilation of lessons learned from project design and implementation is underway which will be integrated into future joint programming and evaluation exercises.</p> <p>Work in this area is concentrated in the IFPs in which linkages are a major component</p>

Part II – Improving the quality, visibility, efficiency and impact of ILO technical cooperation

Issues to be addressed	Perspectives and elements for action	Time-frame	Status as at 31 August 2000
<p>1. Making the field structure more coherent and efficient and capable of responding flexibly and rapidly to constituents' needs</p>	<p>It is widely recognized that the introduction of the APP and the multidisciplinary advisory teams (MDTs) has brought the ILO closer to its constituents. The present field structure will be reviewed with the active assistance of the national authorities involved, with the major objective of improving the service provided to constituents. The review will identify, in particular:</p> <ul style="list-style-type: none"> • improved arrangements for the delivery of services as part of a broader review of the field structure, dealing, inter alia, with roles and responsibilities in the field and headquarters and location and coverage of offices and MDTs; • possibilities for having ILO representation where there is no ILO presence; • the technical expertise required in the field. 	<p>Planning of review to begin January 2000 and to finish end 2000</p>	<p>Review of the field structure is part of the strategic policy framework.</p>
<p>2. Improving the delivery of technical cooperation through the development of more efficient management processes and procedures</p>	<p>Efforts will be made to improve delivery. An examination will be carried out to determine the major causes of delivery problems and, together with the review of the field structure referred to above, will identify:</p> <ul style="list-style-type: none"> • additional functions that could be decentralized, while maintaining the cohesion of the programme and sound financial management; • weaknesses in administrative, financial and personnel procedures; • technical cooperation project design flaws. <p>In parallel with this exercise, the continued improvement of technical cooperation management and delivery will also be promoted through:</p> <ul style="list-style-type: none"> • the development of a technical cooperation monitoring system to provide reliable management information and facilitate preventive action, including the construction of a database showing trends and identifying bottlenecks; 	<p>From January 2000 – as part of review of field structure</p> <p>Done by April 2000</p> <p>Done by April 2000</p>	<p>To address most of the issues opposite and below, an internal delivery task force was set up in May and has been active in collecting and monitoring data on delivery, analyzing major factors causing delays, and liaising with HQ and field units on corrective measures.</p>

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Issues to be addressed	Perspectives and elements for action	Time-frame	Status as at 31 August 2000
	<ul style="list-style-type: none"> the streamlining and synchronization of reporting (internal and external, including to donors); the reinforcement of training for support services, with emphasis on problem solving and a service orientation; the compilation of a manual to guide the technical cooperation implementation process and serve as a reference source for technical cooperation documentation. 	<p>First results by October 2000</p> <p>Linked to review of field structure</p> <p>First part done by January 2000</p>	<p>Work on this item is in progress; a standard format for progress reports for multi-bilateral donors has been developed.</p> <p>This item will be implemented in 2001.</p>
3. Improving human resources	<p>Within the framework of the Office's human resources development policy, a concentrated effort will be made to improve the quality and efficiency of technical cooperation through measures including:</p> <ul style="list-style-type: none"> the examination of problems impeding the timely recruitment of field staff and the adoption of the necessary remedial measures; the adoption of a policy decision that newly recruited MDT officials work for an appropriate period at headquarters before assignment in the field; greater use of local expertise and experience in the ILO's technical cooperation programme, for example, by creating a pool of local technical expertise trained in ILO concerns; the improvement, where appropriate, and regular provision of, mandatory induction courses covering topics such as ILO values and principles and major technical fields of ILO work for all officials engaged in technical cooperation, including chief technical advisers and experts; the improvement of technical cooperation briefing programmes and of the debriefing process; the strengthening of technical cooperation skills, inter alia, through a training programme covering such areas as programme development, monitoring and evaluation, reporting, financial procedures, international labour standards, resource mobilization and communication. 	<p>May 2000</p> <p>May 2000</p> <p>As required</p> <p>May 2000</p> <p>Ongoing</p> <p>To be integrated in the field restructuring process</p>	<p>Most the items opposite are part of the reform of the human resources policies, which are reported to the Programme, Financial and Administrative Committee.</p> <p>Field offices maintain and will further develop rosters of local expertise and make frequent use of national consultants.</p> <p>Part of HR policy reform.</p>

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Issues to be addressed	Perspectives and elements for action	Time-frame	Status as at 31 August 2000
4. Technical cooperation evaluation	<p>Current evaluation processes and procedures will be improved and new approaches developed to assess performance and ensure that the lessons of experience are taken into account more effectively in future activities. The measures to be taken will include:</p> <ul style="list-style-type: none"> Improving current arrangements and developing new approaches the assessment of current design and appraisal processes, taking into account the new organizational framework, strategic and operational objectives, InFocus programmes, and cross-cutting issues such as gender and international labour standards; a review of the application of existing project and programme evaluation arrangements and the development of new evaluation methodology for areas not covered by existing arrangements, including ex-post evaluations; the strengthening of capacity in the regions to undertake evaluations; greater emphasis on defining and selecting evaluation options at the design stage so that stakeholders (including financial partners) can agree on the most appropriate choice; better coordination with donors on the execution of independent evaluations. 	<p>Action on these initiatives to start January 2000</p>	<p>A document on the ILO Evaluation Strategy is currently before the Programme, Financial and Administrative Committee.</p>
	<p>Learning from experience</p> <ul style="list-style-type: none"> the improvement of systems for collecting and disseminating information in headquarters and the field on good practices and lessons learned as a basis for future programme development; the increased use of good practices and lessons learned by technical sectors and programmes for the generation of methodological tools, reference manuals and training materials in each technical field. 	<p>Action on these initiatives to start January 2000</p>	<p>Work has commenced on collecting information on good practices and lessons learned in technical cooperation projects. A system will be put in place in the first half of 2001 to make this information available in usable form for all units.</p>
	<p>The Governing Body and the evaluation process</p> <ul style="list-style-type: none"> the Governing Body will be kept informed of new developments in evaluation strategies and approaches and the results of major evaluation studies; the Governing Body may wish to decide on the modalities of the supervisory role which it intends to undertake. 		<p>At its 277th Session (March 2000), in addition to including thematic evaluations on its agenda on an annual basis, the GB decided to include on the spot reviews of selected projects for 2000 and 2001.</p>

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Issues to be addressed	Perspectives and elements for action	Time-frame	Status as at 31 August 2000
5. Improving visibility and communication	<p>A communication strategy will be designed to promote the ILO's technical cooperation programme and ensure that it contributes effectively to securing increased public recognition, support and commitment for the ILO's work. Activities will include:</p> <ul style="list-style-type: none"> • a review of current ILO promotional/information materials on its technical cooperation activities; • the dissemination of well-presented information on topics of public interest and greater use of promotional events, such as tours of ILO projects for journalists; • the introduction of in-house training on communications for technical cooperation purposes. 	<p>Completed by end 2000</p> <p>Continuously</p> <p>To be integrated in the field restructuring process</p>	<p>Work on this item is in progress; a database of materials is in preparation.</p> <p>Progress will be reported in the annual report on programme implementation in March 2001.</p> <p>Pilot course undertaken in 2000 in collaboration with the Turin Centre, currently under review.</p>

Part III – Strengthening partnerships and resource mobilization

Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
<p>1. Strengthening partnerships for technical cooperation</p>	<p>If the ILO's values and principles are to be promoted more widely and broader support fostered for its operational activities, the ILO will need to extend and diversify partnerships for development cooperation more systematically. This outreach must be founded on the core partnership between the Office and its primary constituents, governments, employers and workers, who can use their resources, networks and experience to support ILO technical cooperation and promote it with other partners, including for resource mobilization purposes. To achieve this objective, the following action will be taken:</p> <p>General</p> <ul style="list-style-type: none"> • contacts will be made with existing and potential partners, including, for example, ministries of finance and planning, to foster a better understanding of the contribution that the ILO can make to development cooperation; 	<p>Starting immediately</p>	<p>Contacts at the highest levels in the ILO have been made with governments, including ministers of finance and planning and of development cooperation, as well as with the OECD/DAC members and the Bretton Woods institutions. Outreach has included formal meetings, addresses to the staff of certain organizations and participation in high-level events. Progress will be reported in the annual report on programme implementation.</p>
<ul style="list-style-type: none"> • high-level contacts will be stepped up with actors in development cooperation, such as ministers of development cooperation, OECD/DAC and regional organizations; 		<p>Starting immediately</p>	
<ul style="list-style-type: none"> • regular flows of information on ILO technical cooperation and research activities will be established to promote the integration of international labour standards in the policies and activities of the ILO's partners; 		<p>Starting January 2000 and continuing</p>	
<ul style="list-style-type: none"> • information on partners and on resource mobilization possibilities will be collected and widely circulated in-house; 		<p>Starting 2000</p>	<p>A guide on multi-bilateral donors was issued in March 2000 and is available on the intranet.</p>

Part III – Strengthening partnerships and resource mobilization

Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
<ul style="list-style-type: none"> more initiatives will be taken in the Office's work with organizations such as the Bretton Woods institutions, regional development banks, and multilateral and bilateral agencies to encourage them to promote the ILO's core values and international labour standards in general through their policies and operational activities. 	Continuously	See related points above and below.	
<p>(a) With the United Nations system</p>	<p>The ILO needs to seek improved operational cooperation, coordination and funding within the United Nations system through:</p> <ul style="list-style-type: none"> the identification of possibilities for enhanced relationships with UN entities and the establishment and/or strengthening of cooperation agreements; the organization of high-level meetings with UNDP to improve the current frameworks for cooperation by clarifying roles and focusing on the ILO's comparative advantage; the organization of technical meetings to discuss and plan joint activities to promote the Declaration and International Labour Standards and to follow up on events such as the World Summit for Social Development and the Fourth World Conference on Women; the active engagement of the ILO in UN reforms, especially the UNDAF exercise, so that it can contribute to strengthening the multilateral system and ensure that ILO values and concerns are integrated into UN-system programming; the exploration of possibilities for joint work with relevant UN organizations in rapid response to crisis situations; the improved use of existing mechanisms such as the Resident Coordinator's annual report, to promote the ILO's activities. 	<p>Continuously</p> <p>First initiatives first half 2000</p> <p>First initiatives first half 2000</p> <p>First initiatives first half 2000</p> <p>First initiatives first half 2000</p> <p>Continuously</p> <p>As necessary</p> <p>Continuously</p>	<p>In 2000 initiatives to strengthen relations with the World Food Programme are under way. Similarly cooperation with UNICEF and UNAIDS has been strengthened.</p> <p>A series of high-level meetings have been held with the UNDP. A new framework for a collaborative agreement is under discussion, based on a joint review of activities at the field level.</p> <p>Progress will be reported in the annual report on programme implementation.</p> <p>The ILO is fully engaged in the UNDAF exercise in those countries where it is operational.</p> <p>IFP/Crisis has been active in promoting joint work with other UN organizations, particularly UNHCR and UNOCHA</p>

Part III – Strengthening partnerships and resource mobilization

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(b) With the Bretton Woods institutions and regional development banks	Enhanced collaboration on technical cooperation will be pursued in the broader framework of the Office's initiatives to strengthen relations with the Bretton Woods institutions and regional development banks. This will include:		Extensive work has been undertaken in enhancing collaboration on work with the Bretton Woods institutions, as reported to the Committee on Employment and Social Policy. Collaboration is ongoing with the World Bank in the area of social protection and social budgeting. Negotiations are progressing well with the Asian Development Bank on having standards taken into account in their projects; training on the Declaration is planned for staff of the African Development Bank.
	<ul style="list-style-type: none"> • the conclusion of understandings on enhancing collaboration in technical cooperation; 	First initiatives first half 2000	
	<ul style="list-style-type: none"> • a review of past experience in working with these organizations; 	Completed by end 2000	Work has been delayed and the item will be addressed in 2001.
	<ul style="list-style-type: none"> • identification of the adjustments needed within the ILO to support stronger operational collaboration, including through the bidding process; 	Completed by end 2000	"
	<ul style="list-style-type: none"> • monitoring of the Comprehensive Development Framework (CDF) and assessment of its implications for ILO technical cooperation. 	Continuously	Ongoing, primarily by ILO field offices, with active support from HC. The ILO has also been actively involved in the Poverty Reduction Strategy Papers (IMF/World Bank) exercise in 2000. Five countries have been selected for a pilot to demonstrate the contribution of the Decent Work agenda to CDF and PRSP principles and objectives. Progress on these developments will be reported to the ESP Committee.

Part III – Strengthening partnerships and resource mobilization

Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
(c) With multi-bilateral partners	<p>Multi-bilateral partnerships need to be consolidated, reinforced and expanded through:</p> <ul style="list-style-type: none"> improved policy dialogue and technical exchanges, for example through thematic meetings at headquarters and in the field; the further development of the programme approach to facilitate a more substantive focus; the holding of regular review meetings with ILO multi-bilateral partners where such meetings are not yet a feature of the cooperation. 	<p>Starting immediately</p> <p>Started, to be continued</p> <p>By end 2001, meetings started with five additional donors</p>	<p>Relations with the multi-bilateral partners have been strengthened in 2000 through exchanges with the UK, US, Denmark, Netherlands, France, Sweden, Italy and Spain. Work on technical exchanges and thematic meetings will be pursued in 2001.</p> <p>Ongoing. Initiatives for a programme approach have been pursued with several multi-bilateral partners in 2000 e.g. Sweden, France, Belgium, UK and Norway. A partnership programme was signed with the Netherlands in March 2000.</p> <p>Ongoing. Meetings initiated with France, US and UK.</p>
(d) With the European Union	<p>The ILO will continue to work towards more effective engagement with the EU on technical cooperation through:</p> <ul style="list-style-type: none"> the continuation of discussions on collaboration through technical cooperation with institutions such as the European Commission, the European Parliament and the Economic and Social Council; the development of proposals for mutually acceptable modalities for operational collaboration; 	<p>First initiatives by December 1999</p> <p>Under negotiation</p>	<p>High-level contacts have been made with the European Union (including the Commission, the European Parliament and the Economic and Social Council) to explore enhanced collaboration. An interdepartmental technical delegation has also worked with DG5 on increased cooperation and knowledge sharing. Similar contacts are envisaged for DG8.</p> <p>Item is still under negotiation.</p>

Part III – Strengthening partnerships and resource mobilization

Issues to be addressed	Context and elements for action	Time-frame	Status as at 31 August 2000
<p>(e) With the private sector, foundations and other non-traditional partners</p>	<ul style="list-style-type: none"> • the continued use of a pragmatic approach in the short term when possibilities for cooperation arise; • exploration of the possibility of establishing an ILO bidding capacity. <p>The ILO will also endeavour to forge more effective partnerships with foundations, funds and private sector organizations without compromising the Organization's principles. The action to be taken will include:</p>	<p>As required</p> <p>By June 2000</p>	<p>Collaborative efforts have been undertaken with the Turin Centre to cooperate in bidding exercises and to examine the ILO's capacity.</p> <p>Work to date in this area has been primarily within the context of the UN Global Compact, which is reported on separately in the Working Party on the Social Dimension of Globalization.</p> <p>Contacts have also been maintained with UNFIP.</p> <p>Action on other elements has not been initiated due to the increased workload with other donors.</p>
<ul style="list-style-type: none"> • a review of experience of cooperating with such partners; • the identification of potential partners for substantive cooperation in areas of interest to the ILO; • as part of the overall UN initiative to promote cooperation with the private sector, the use of the Turin discussions between the Prince of Wales Business Forum and the UN to identify opportunities for cooperation with the private sector; • the preparation of guidelines on private sector partnerships, funds and foundations. 	<p>Starting January 2000</p> <p>Starting December 1999</p> <p>Starting January 2000</p> <p>Completed by December 2000</p>		