



FIRST ITEM ON THE AGENDA

**Progress in implementation of decent work country programmes**

*Contents*

	<i>Page</i>
Overview .....	1
DWCP and United Nations system collaboration .....	2
The DWCP as a tool for results-based management .....	2
Lessons learned and future issues to be addressed .....	3
1. Africa .....	3
Context .....	3
The role of DWCPs in national and United Nations system development efforts .....	4
Concrete results and outcomes obtained or realistically envisaged .....	4
2. Asia and the Pacific .....	5
The role DWCPs have actually played in the countries and the United Nations system's development efforts .....	5
Concrete results and outcomes obtained or realistically envisaged .....	6
3. Latin America and the Caribbean .....	7
The role of DWCPs .....	7
Efforts developed in the framework of the United Nations system .....	8
4. Europe and Central Asia .....	9
5. Arab States .....	10

## Overview

1. Two years following the formal introduction of decent work country programmes (DWCPs) as the main vehicle for planning and implementing ILO programmes at the country level, the approach is taking root across the regions. While the process is still at an early phase, significant results can already be discerned and the process is yielding important lessons which will be taken up in future stages.
2. In terms of progress in implementation, the process is well under way; each region having completed preparation, based on tripartite participation and having signed or agreed upon a fully developed framework document.<sup>1</sup> In Africa, 16 out of 53 countries have fully developed DWCPs in place, with a further 25 under preparation. In Asia and the Pacific, ten countries have completed some form of DWCP-based programming framework and the remainder are in preparation. In Europe, the focus has been on the Balkans, Caucasus and Central Asian regions, with ten DWCPs fully developed and the remaining priority countries to follow. In Latin America and the Caribbean, one DWCP has been fully developed and DWCPs are in preparation in five other countries. A subregional plan for Central America is also being prepared, building on commitments made by ILO constituents in regional and subregional meetings. In the Arab States there is currently one DWCP.
3. While the degree of detailed programming objectives varies, reflecting the diversity of needs and complexities of country contexts, the differing capacity of constituents and the degree of development of tripartite machinery, in all countries tripartite participation in all stages of the process has been key to a successful outcome. The process has served to anchor more firmly defined outcomes on the needs and priorities of constituents. It has also served to deepen national commitment and ownership, while defining the more realistic outcomes and focusing on a limited number of priorities commensurate with ILO resources. Where there has been a strong sense of ownership and commitment by the constituents, issues of decent work and full employment have impacted on national development agendas and the process has facilitated the involvement of constituents in influencing broader national development frameworks and deepening dialogue and collaboration with other sectors, government departments and key stakeholders. Significant efforts in advocacy and awareness-raising with the highest level of government and United Nations development partners are required to ensure that decent work is given rightful priority in national development plans and frameworks, although this upstream investment pays off in terms of allocation of budgetary resources and serves as a basis for partnerships with other development actors.
4. The DWCP policy and approach is also being systematically introduced into ILO dialogue and negotiations with donors, and was the focus of a meeting with all ILO major donor partners in September 2006 in Turin. Several donors have expressed an interest in supporting programmes and projects resulting from the DWCPs and the ILO has concluded framework agreements with some which are expressly linked to supporting the implementation of DWCPs in three areas: capacity building for constituents in results-based management and DWCP design; support to ILO staff to raise the quality of DWCPs; and in the area of monitoring and evaluation and the application of evaluation results.<sup>2</sup>

<sup>1</sup> The figures stated in this paragraph reflect the situation as of mid-September 2006.

<sup>2</sup> See also document GB.297/TC/2 on the ILO resource mobilization strategy.

5. In October 2006, the Office held the first meeting of its “Decent Work Global Management Team” which brought together managers who are directly involved in leading the ILO’s delivery on the Decent Work Agenda, both at headquarters and in the field. They reviewed the broader context for ILO action and reaching a common understanding of the substantive and operational requirements for effective delivery.

## **DWCP and United Nations system collaboration**

6. The DWCPs have also more clearly focused ILO action on a visible, distinct contribution which, wherever possible, has been incorporated in the United Nations Development Assistance Framework (UNDAF) and linked to larger UNDAF outcomes. While the introduction of the DWCPs has not always been synchronized with UNDAF cycles, ILO managers consider it essential in future to aim towards such synchronization which reflects the national programming cycles supported by the larger donor community and to ensure specific linkages to the UNDAFs as a basis for collaboration and resource mobilization for decent work objectives. As seen from the reports from the regions, in many cases the ILO has been able to influence the major results areas of UNDAFs; this has contributed to building greater understanding and support from United Nations system partners around decent work, while facilitating the involvement of its constituents in national and United Nations system programme planning processes. However, it is evident that more emphasis needs to be given to the incorporation of DWCPs into UNDAFs and this requires a substantial and sustained effort.

## **The DWCP as a tool for results-based management**

7. The DWCP enables the Office to move towards a less donor-driven priority setting approach by anchoring activities funded from both the regular budget and from extra-budgetary resources, to a set of agreed major outcomes, limited for each country and reflecting the priorities of the constituents within a national development strategy. The approach has allowed greater policy coherence and integration of ILO action in line with programme and budget priorities and strategic objectives. A further advantage is that the process of dialogue and consultations with the constituents leads to a clear and common understanding of a limited number of realistic goals, commensurate with ILO resources and the possibilities of mobilizing additional support through partnerships with other actors, and within this results framework, a clear, shared understanding of the responsibilities of each party. The experience to date would also indicate that this approach represents a challenge to ILO staff and to the constituents, to fully understand the concepts and methodology of results-based management, which needs to be addressed through capacity development and training on a continuous basis. The DWCP approach also requires strengthened monitoring and evaluation, with full involvement of the constituents, on a continuous basis at the level of the programme as a whole. The first fully-fledged evaluation of a DWCP for the Philippines is being discussed at the November session of the Governing Body.<sup>3</sup>
8. The exercise has been and continues to be, quite demanding in terms of staff time and resources. It has also revealed gaps in composition and capacity of ILO management and substantive services. A continuing challenge remains to reconcile the needs and demands of ILO technical and managerial capacity with available resources or with what can realistically be identified from national resources and from within the United Nations framework or from other partners. It is for this reason that it is important to influence

<sup>3</sup> GB.297/PFA/2/3.

national priorities and larger donor frameworks on the decent work objectives, while at the same time translating the commitment of the tripartite constituents into a shared responsibility to identify the commensurate resources required to achieve them. Over time, monitoring of the DWCP at the subregional, regional and global levels should allow the ILO to better plan the deployment of its resources to meet the demands identified in the DWCPs.

## Lessons learned and future issues to be addressed

- The full and effective **participation of the tripartite constituents** throughout every stage of the process is essential to ensure ownership and commitment so as to clarify the roles and responsibilities of each party, define priorities, obtain consensus on achievable outcomes and define criteria, benchmarks and indicators for measuring progress towards agreed outcomes.
- **Continuous advocacy** work targeting the highest political level and the donor community to make the DWCP a tool for local level resource mobilization needs to be ensured, and to influence national social and economic policies and strategic plans, and planning frameworks supported by donors.
- The management of the **DWCP process as a results-based management tool** is demanding on ILO staff and constituents alike and may require investment in capacity building in order to transform the concepts into effective workplans.
- The DWCP preparation and implementation cycle needs to be managed in an integrated and concurrent way with **ILO participation in United Nations system programming** and synchronized with the UNDAF and national programming cycles.
- A two-pronged approach is most effective: **influencing national policies** and strategic priorities to adopt the Decent Work Agenda while ensuring that the programme **addresses specific needs of target groups**, sectors and areas.
- At the same time, the process of preparing DWCPs needs to be broadened to **involve the constituents in linkages and partnerships** with other sectors of government, especially central planning and financing departments, civil society, United Nations system partners and other donors.
- Both the ILO and the constituents need to be mindful of the **need to set limited and realistically achievable goals**, and to clearly identify resource requirements, particularly from extra-budgetary resources, alongside ILO capacity. In future, the ILO will put in place a quality-assurance mechanism in addition to the evaluation requirements for each DWCP.

## 1. Africa

### Context

9. Given the impossibility of developing and implementing DWCPs concurrently in all 53 member countries of the region, each ILO Office in Africa has identified one or two countries where the conditions are most favourable to achieving significant impact through a more coherent way of delivering ILO services. At the same time, the ILO in Africa continues to provide services to its constituents in all member States, and in the medium-term all countries will have developed a DWCP. At the beginning of August 2006,

16 DWCPs had been fully developed, with another 25 likely to be developed before the end of the biennium.

### **The role of DWCPs in national and United Nations system development efforts**

- 10.** The case of the United Republic of Tanzania illustrates the effectiveness of the DWCPs in harmonizing ILO action with national development frameworks and with the United Nations system's contribution to national development efforts and thereby bring about greater visibility for the ILO as a partner in the country's development efforts. The Government has formulated a national strategy for growth and poverty reduction (Mkukuta on Tanzania mainland, Mkuza in Zanzibar) to which the entire donor community, including the United Nations system, is committed to contribute via a joint assistance strategy (JAS). The Tanzanian UNDAF, signed in July 2006, is the United Nations system's contribution to the JAS and its response to the Mkukuta/Mkuza. In turn, the DWCP is the ILO's contribution to the UNDAF. The entire hierarchy of development frameworks covers the same period of time: 2006-10. The ILO has been very active in the Development Partners Group (DPG) and its thematic subgroups which developed the JAS and commented on the Mkukuta/Mkuza, as well as in the UN country team, which elaborated the UNDAF, with the result that the priorities and expected outcomes as defined in the DWCP are properly reflected in the different frameworks. The DWCP is thus not a stand-alone document supported only by the ILO's constituents – it represents an integral part of the country's development process. This is a guarantee for national ownership, a prerequisite for local resource mobilization and an excellent basis for partnerships and synergies.
- 11.** In Central Africa, within the framework of the follow-up to the African Union Summit on Employment and Poverty Alleviation, the process to elaborate national action plans to promote employment and fight against poverty was used to mobilize the constituents and to involve the United Nations system in the preparation of DWCPs.

### **Concrete results and outcomes obtained or realistically envisaged**

- 12.** In Ghana, Nigeria and Liberia, the development of the DWCPs has enhanced the centrality of employment in socio-economic development in all three countries. This is changing the way the UN country team and donors are working and will have an impact at both the country and subregional levels as development efforts now have an employment focus. The DWCPs have also enhanced the understanding of key ILO messages on child labour, human trafficking, HIV/AIDS in the workplace and the importance of the utilization of ILO tools and standards in subregional and country-level interventions. In addition, the capacity of the social partners to initiate and sustain interventions in priority areas has been enhanced on child labour and human trafficking through training on project design, implementation and monitoring.
- 13.** The DWCP for Mali was elaborated with the active participation of the social partners in all stages of its development. The main priority agreed upon with the constituents is "promotion of decent employment for young women and men to fight poverty". It is important to note here that while the national development framework and the national Poverty Reduction Strategy incorporate all four components of decent work, youth employment has been singled out as a central priority of government policy. Thus, the DWCP in Mali clearly corresponds to, and supports directly, the broader national development framework.

14. Similarly, in other parts of the continent, DWCPs have definitely helped to focus interventions, for example in Ethiopia, Morocco, Madagascar, Mozambique and Zambia.

## 2. Asia and the Pacific

15. Asia was the first region to introduce the modality of national plans of action to promote decent work at the country level. The Thirteenth Asian Regional Meeting (Bangkok, August 2001) urged all member States to define, through a tripartite process, a national plan of action for decent work (NPADW) and requested the Office to give priority to assisting the tripartite constituents to implement them. Since then, a number of countries initiated their NPADWs, which were developed and owned by the constituents, with the Office playing the role of a catalyst and facilitating the tripartite consultation process. Two meetings for South-East Asia and the Pacific subregions in 2003 and 2005 were also held to follow up on the formulation and implementation of the NPADWs.
16. The introduction of DWCPs as a results-based management tool and the primary vehicle for planning and delivering ILO programmes clarify the responsibility of the country offices in terms of achieving realistic results with the available resources, while the larger and longer-term national aspirations of decent work are captured in the NPADWs. Since the last biennium, field offices in the region have been engaged in the planning process to identify key country outcomes to be achieved in the current biennium (2006-07) and to link technical and financial resources for achieving the intended results.
17. In addition to the NPADWs and DWCPs, there are two other modalities of DWCP frameworks in the region aimed at making decent work a national reality: (i) country cooperation framework (CCF); and (ii) Memorandum of Understanding (MOU). In varying degrees, all modalities of DWCP frameworks have been developed through a tripartite mechanism and dialogue process. Final documents of these frameworks have received an official endorsement from the tripartite constituents. To date, ten framework documents have been completed, five of which are regarded as NPADWs, while the remainder are more in line with the DWCP or CCF modalities, including the MOU with China. Details vary depending mainly on the perception, absorptive capacity (on the concept and process), and the requirements of the constituents. The Philippines is the most advanced, with the completion of two country programme cycles (2001-04 and 2005-07). It is the first country selected by the Regional Office and the Evaluation Unit for a DWCP evaluation to draw lessons learned.
18. One of the conclusions adopted at the Fourteenth Asian Regional Meeting, in Busan, Republic of Korea (28 August-1 September 2006), is to implement an Asian Decent Work Decade.

The tripartite constituents of the countries of the region commit to the achievement of specific decent work outcomes in accordance with their respective national circumstances and priorities, and to cooperate on specific initiatives at the regional level where joint action and sharing of knowledge and expertise will contribute to making decent work a reality by 2015.

### **The role DWCPs have actually played in the countries and the United Nations system's development efforts**

19. The DWCP concept reflects a combination of national and international frameworks and country needs and priorities consistent with ILO values and principles. It is an integral part of the ILO's field operation, where country directors assume the overall responsibility and accountability for country programme planning and management. As an Office-wide,

results-based management system, DWCPs have helped strengthen the leadership and accountability of country managers. It also facilitates a transparent process for the ILO's country programmes and internal resource planning and ensures programme coherence and cost effectiveness based on resources at the ILO's disposal.

20. Countries in Asia and the Pacific are at different stages of formulation and implementation of their DWCPs. In countries where a DWCP has been formulated, it is geared to serve as a means to help make decent work a national reality. In Cambodia and the Lao People's Democratic Republic, the DWCP outcomes were formulated based on the national development plans in order to contribute to the achievement of national development targets. In India, the DWCP promotes decent work as a key component of development policies and places the ILO's knowledge and instruments at the service of the constituents to advance the Decent Work Agenda. Indonesia's DWCP has motivated the Government and the social partners to identify priorities, set targets and move into action to meet the goals of labour and employment.
21. What is evident in all countries is the involvement of employers' and workers' organizations, together with ministries of labour, not only in the formulation and implementation of the DWCPs, but also in monitoring and evaluation mechanisms, where these have been established. The Office provided capacity building to enable the constituents to participate more effectively in the process. Ministries of labour and employers' and workers' organizations have expanded networks and strengthened dialogue and collaboration, including with other government agencies and civil society actors.
22. The DWCP is also the results-based ILO contribution to UNDAF. Specific linkages of DWCP outputs and outcomes to the outputs and outcomes of UNDAF are regarded as essential for effective DWCP operation and management. The DWCPs have played an important role in raising awareness of key decent work issues among the United Nations system, international development agencies and other strategic partners. They have placed labour and social issues in the context of decent work within the framework of UNDAF and paved the way for inter-agency collaboration and joint actions. In countries where the UNDAF process is under way, the ILO has taken the lead in areas close to the ILO mandate.
23. In Cambodia, India, Indonesia, Mongolia and the South Pacific countries, the decent work priorities have been reflected in the UNDAF documents. As a result of the integration of DWCP outcomes in the UNDAF document, the UN country team in Nepal has expressed interest in programme linkages with the ILO to develop greater coherence and synergy. In Timor Leste, the United Nations system has recognized the benefit of the ILO DWCP to build the capacity of the Ministry of Labour to deal with the recent political crisis. Pakistan's experience demonstrated that embedding the DWCP in national development priorities led to greater linkages and partnerships which, in turn, facilitated local resource mobilization. Both UNIDO and the UNFPA have signed a Memorandum of Understanding with the ILO Office in Islamabad to support joint actions.

### **Concrete results and outcomes obtained or realistically envisaged**

24. Decent work country programming is still an evolving exercise. Countries are taking into account their specific contexts and concerns when adopting the different entry points, principles, modalities and strategies of their DWCPs.
25. Process management of DWCPs has also been given particular attention, including deciding on who should do what, how and when, with regard to: implementation plan;

work organization; mobilizing key stakeholders, including the UN country team; monitoring, evaluating and reporting; knowledge management; and public information and media advocacy.

26. A number of countries in the region have been increasingly making decent and productive employment a central rather than residual objective of macroeconomic and social policies. In almost all countries in the region, the ILO has been requested to formulate national employment policies and strategies, including embedding decent work as a central concern in UNDAFs. In countries affected by natural disasters and political unrest, such as Indonesia, Nepal, Pakistan, Sri Lanka and Thailand, ILO actions have been focused on area-based development that promotes the linkages between enterprise development, employment-intensive programmes, skills training and business support services. It is also worth noting here that substantive work is under way to contribute to the development of decent work indicators for the region. A critical mass of national consultants in partnership with national statistical offices and ministries of labour, and a pool of internal expertise on statistics from different units in the Office have provided support to countries in this area. These indicators will be important in assessing progress towards decent work objectives.
27. It is also expected that groups of countries in the region with common specific objectives on the Decent Work Agenda will join in focused, inter-country initiatives to share lessons from experience and mobilize mutually supportive action. Efforts have been made to develop regional programmes to address key regional priorities.
28. As follow-up to the Communication from the European Commission on Promoting Decent Work for All, a Decent Work and Social Development Seminar will be held in Beijing in December 2006, to share experiences with the European Union (EU) delegates in the region on how they can contribute to making decent work a reality in the region.

### 3. Latin America and the Caribbean

#### The role of DWCPs

29. The ILO strategy for organizing its technical assistance through the preparation of DWCPs has advanced significantly in the last two years. A period of sensitization and promotion preceded the preparation of the programme in Argentina, the commitment of the Brazilian Government in 2004 (through the preparation of the Decent Work National Agenda), and the tripartite commitment of Central American countries (agreement reached in the subregional Tripartite Employment Forum in June 2005).
30. Efforts are now under way to establish DWCPs covering the other MERCOSUR countries.
31. The Sixteenth American Regional Meeting (Brasilia, 2-5 May 2006), approved the Decent work in the Americas: An agenda for the Hemisphere 2006-2015, and concluded with an endorsement of the “Agenda to create decent work through decent work country programmes, as proposed in the Director-General’s Report, an important and welcomed initiative ... in particular the contribution that the decent work country programmes can provide to promote social and economic sustainable development”.
32. On this basis, the Americas now has political support to promote development with decent work as a key objective. Establishing a favourable environment to advance towards this goal has been critical, especially since unemployment and underemployment is the overriding preoccupation in this region, where 126 million people have no formal employment and which is considered to have the highest level of inequality in the world.



33. Although there are no official specific agreements in every country, the preparation of DWCPs in each country or subregion (in the case of Central America) is progressing on the basis of the established priorities as the core of future decent work plans, and a planning and programming exercise is being developed and shared among ILO offices, the ministries of labour and the employers' and workers' organizations in each country.
34. The Andean countries, in particular Bolivia, have prepared working proposals which are under discussion at present. In Brazil, the Foreign Affairs Tripartite Committee and the Ministry of Labour and Employment with the technical support of the ILO office have formulated the Decent Work National Agenda, which was presented during the Sixteenth American Regional Meeting (Brasilia, May 2006) as well as to the Government delegates and to representatives of employers' and workers' organizations from around the world in the plenary of the United Nations Economic and Social Council, during its July 2006 High-level Segment (HLS).
35. Since the tripartite agreements were reached during the subregional Employment and Decent Work Tripartite Forum held in Tegucigalpa, Honduras, in 2005, Central American countries have continued the work in a tripartite process, and the official launching of the Subregional Decent Work Programme is planned in the first quarter of 2007.
36. In Mexico, progress has been delayed following the complex situation resulting from the recent presidential elections. However, the process is expected to be resumed in dialogue with constituents based on proposals of the Decent work in the Americas: An agenda for the Hemisphere 2006-2015, leading to an agenda for productivity, competitiveness and decent work in Mexico.
37. Preparation of DWCPs has started in every country on the basis of priorities and results. This has not only ensured a greater coherence of the ILO programme in the region; it has also permitted and promoted dialogue among the social partners and the government towards the achievement of results agreed on a tripartite basis.
38. Other achievements resulting from the introduction of DWCPs are the recognition and incorporation of decent work in several policies and programmes of countries, regional and subregional organizations, and the improvement in the formulation of employment policies and programmes promoted during subregional tripartite meetings (i.e., MERCOSUR, CAN and Central America), and discussed during tripartite events in each of the countries. Decent work is becoming more and more recognized as an instrument for a fair globalization, sustainable development and poverty alleviation.
39. In the Caribbean, DWCP exercises will commence after the Tripartite Caribbean Employment Forum, in Barbados in October 2006. In preparation for the Forum, the ILO held country-level tripartite consultations. The final session of the Forum will be on the subject of DWCPs in the subregion. Thereafter, there will be priority-setting exercises in the countries and with representatives of subregional bodies in the case of the smaller countries and territories which have a number of shared characteristics and problems.

### **Efforts developed in the framework of the United Nations system**

40. During the preparation of United Nations Common Country Assessments and Development Assistance Frameworks (CCA/UNDAF) exercises, the participation of ILO offices has advanced, though mainly in countries in which the ILO has a permanent presence. Among the Andean countries, for example, the possibility for the coordination and articulation of work is more favourable for Peru than for the other countries. In the

Caribbean, there has been important collaboration with Trinidad and Tobago, but also with Jamaica and Suriname. In Central America, the inclusion of decent work into the framework of the CCA and UNDAF has been achieved in the Dominican Republic and El Salvador.

41. The inclusion of decent work as a global goal in the 2005 World Summit Outcome document together with other internationally agreed goals including the Millennium Development Goals, resonated strongly in the region. A significant boost is reflected in the support of delegates from the region to the Ministerial Declaration on Decent Work of ECOSOC HLS, which underscores that the issue goes beyond the ILO and concerns the United Nations system as a whole, including the Bretton Woods institutions.

#### 4. Europe and Central Asia

42. With the accession of the eight Central European countries to the EU in May 2004, the focus of technical cooperation of the ILO with the national constituents has concentrated on the countries of South-East Europe, Eastern Europe, Caucasus and Central Asia. The DWCP is becoming a major, although not exclusive, framework of technical cooperation, as some countries like Turkey or the Russian Federation still prefer to sign programmes of cooperation (in the case of the Russian Federation, however, due to its size and the diversity of regional needs, two to three regional DWCPs will be formulated) while for Belarus and Turkmenistan, for political reasons, an eventual programme of cooperation will focus on principles and rights at work. By November 2006, besides the two programmes of cooperation for the Russian Federation and Turkey, altogether, ten DWCPs for Albania, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Kazakhstan, Kyrgyzstan, Moldova, Romania, Tajikistan and Ukraine will have been developed and started being implemented. In Kyrgyzstan, Republic of Moldova, Romania, Russian Federation and Ukraine, the commitments related to the DWCPs (programme of cooperation in the case of the Russian Federation) have been formalized through the signature of the Memorandum of Understanding. DWCPs will be formulated for the remaining priority countries in the future.
43. DWCPs are always developed by holding close consultations with the national constituents. Priority setting is done through consultations at different levels in the context of national development agendas with the active support of national correspondents if established in the country, while consultations with technical departments in Geneva are held in parallel. The aim is to reconcile national priorities with ILO resources and ideas and achieve focused, coherent and integrated DWCPs, so as to achieve tangible results and based on the commitment of the constituents. In the process of formulation of a DWCP, discussions are also held with the United Nations Resident Coordinator and international organizations active in the country to make sure that the DWCP contributes to the country's development strategy and is coordinated with development programmes of the United Nations, as well as with the EU and other donor partners.
44. ILO assistance is mainly directed to employment promotion, in particular youth employment, eradication of child labour, migration, including trafficking, "flexi-curity", strengthening of social dialogue and capacity building of the social partners, social security reforms, occupational safety and health, gender equality, wage policy and HIV/AIDS.
45. The DWCP initiative has generally been well received by most of the constituents who have highlighted its transparency and the consultative process. The social partners expect that the DWCP could also exert pressure on their government to fulfil its commitments made to the programme. The DWCP has also proved to be an excellent tool for strengthening the visibility of the ILO and its readiness to cooperate with other United

Nations agencies and international institutions within the United Nations Resident Coordinator system at the country level. It can contribute towards increasing policy coherence with other key actors at the country level. Inside the ILO, DWCPs contribute towards strategic thinking within the SRO team, balancing the financial and human resources requested and available for its implementation. It enables a better balance to be struck between demand and supply, between what the constituents need and want and what the ILO can offer and realistically achieve. Decent work programming strengthens team spirit in the field among the SRO specialists, national correspondents and the technical cooperation project staff. At the same time, DWCPs' reflection in the Strategic Management Module (SMM) of IRIS allows for better coordination of activities and technical cooperation projects between headquarters and the field offices, which begin with individual workplans prepared in support of DWCPs and continue by allocating staff and non-staff resources in the region and at headquarters to priorities and outcomes (through specified concrete outputs). In this respect, there is still much room for improvement. More broadly put, decent work programming strengthens coherence between the ILO vision, overall action, visibility and strategic resource mobilization.

46. The challenges facing the formulation and implementation of DWCPs include primarily the changing political environment or government reshuffles, resulting in changing demands after the DWCP has been signed, weak arrangements for tripartite social dialogue or even the use of DWCPs for specific political interests by one of the parties involved. The consultation process has also revealed that the capacity of constituents with respect to priority setting, the formulation of outcomes and with monitoring and evaluating techniques needs to be strengthened. There is insufficient experience in results-based management on both sides – ILO officials (now addressed through staff training) and the constituents – often adding difficulties to a longer term and outcome-oriented process.

## 5. Arab States

47. The first DWCP in the region, namely in Jordan, was finalized in August 2006.
48. Despite progress in economic development in recent years, poverty continues to be a major challenge for Jordan as it affects approximately one-third of the total population. Continued priority needs to be placed on integrating Jordan within the global economy while at the same time bridging the decent work deficit and lifting people out of poverty. The current challenges are therefore to ensure that economic growth is employment-friendly in terms of the quantity and quality of jobs created, while simultaneously significantly improving the productivity of its labour force to enable it to integrate in the competitive global economy.
49. Against this backdrop, the DWCP for Jordan has been developed based on close consultations with, and the commitment of, the social partners. It responds to current national priorities and supports the existing policy framework. It aims to address the challenges of increasing job opportunities, improving job quality, raising labour productivity levels while maintaining economic growth. Some of the interventions are a continuation of previous efforts which will be adapted for more coherence within the overall integrated framework of the programme. Other new initiatives are in direct response to discussions with constituents. The programme primarily aims at achieving the following interdependent goals:
  - promoting and operationalizing international labour standards, in line with the Decent Work Agenda, with focus on rights and needs of vulnerable workers;

- creating opportunities for decent work through enhancing higher productivity levels and improved job quality;
  - strengthening the capacity of tripartite partners for improved service delivery and social dialogue.
50. The CCA, currently under preparation, and the forthcoming UNDAF for 2008-12, will focus on poverty and employment. The issues of youth unemployment, female economic participation, the widening gap between labour supply and demand, and the rights of workers in the informal sector and in the qualified industrial zones, are some of the issues to be addressed. The ILO's active participation in the inter-agency initiatives, which take into account the challenges highlighted in the national agenda, is an important element of the proposed DWCP for Jordan.
51. The ILO will continue its cooperation with other stakeholders in the country, such as the United Nations Economic and Social Commission for Western Asia (ESCWA), UNDP, United Nations Development Fund for Women (UNIFEM), UNAIDS, the World Bank, the EC Delegation, the International Confederation of Arab Trade Unions (ICATU), the Arab Labour Organization, the General Union of Chambers of Commerce, Industry and Agriculture, national and international non-governmental organizations, and organizations of civil society.
52. The objectives of the programme will be pursued through developing new technical cooperation projects, technical advisory missions and seminars for information dissemination and capacity building. The ILO seed money will be used for the preparatory work and to mobilize funds from the donor agencies. The Ministry of Labour will also allocate funding for the implementation of some of the activities to be launched within the framework of the programme. The ILO and national counterparts will continue to seek further funding, bearing in mind the priority concerns of the constituents and the potential donors. Established relations with bilateral donors, such as the United States, France, Norway, United Arab Emirates, AGFUND, and the Islamic Development Bank, will be strengthened through partnerships in areas that match their priorities. Additional funding will also be sought from UNDP resources within the framework of the CCA/UNDAF for 2008-12.
53. In confirming their commitment to the DWCP, the government and the social partners will make available their respective expert staff to coordinate the work to be carried out by international experts as well as providing the premises and required logistical support.
54. The DWCP for Yemen is in the advanced stages of preparation.
55. ***The Committee on Technical Cooperation may wish to invite the Governing Body to call upon the Office to take into account the comments and observations made by the Committee during its current session; and to provide in its future sessions on an annual basis, status reports highlighting outcomes and impacts of DWCPs.***

Geneva, 13 October 2006.

*Point for decision:* Paragraph 55.