



International
Labour
Organization

ILO Flagship Programmes

Foreword

An important part of the programme to reform the ILO has been to make the ILO's development cooperation portfolio more efficient and impactful.



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The five flagship programmes play a leading role in strengthening the impact and efficiency of the ILO's development cooperation (DC) portfolio, which accounts for well over half of the Organization's resources in the field. Proposed by the Director-General and endorsed by the Governing Body in 2015, the flagship programmes consolidate and refine existing initiatives that target decent work deficits and related challenges in the world of work. This publication introduces the flagship programmes and their individual mandates and highlights how they fit into a variety of development frameworks, from the ILO's Strategic Policy Framework and the Programme and Budget to the Sustainable Development Goals (SDGs).

The flagship programmes recognize the ILO's DC portfolio as an important means of engagement with constituents. Their development fulfils targeted criteria expressed by constituents aiming to develop their capacities. They support the realization of multiple programme and budget outcomes and combine global leadership in evidence-based policy with effective field implementation. Beyond this, they offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways. By doing so they are able to produce lasting results aligned with the SDGs.

In the light of constantly evolving global challenges, the ILO's DC portfolio needs to remain agile. Key trends, such as globalization, technology and climate change, coupled with increasing inequality and continued conflict and displacement are shaping the future of work. The activities of the ILO flagship programmes serve as a strong reminder of the importance of the four pillars of decent work in facing these challenges. Employment creation, the fundamental principles and rights at work, access to social protection and the role of social dialogue all play an integral role in the flagship programmes.

The flagship programmes work in parallel with smaller projects in the ILO's DC portfolio. Though on a smaller scale, these initiatives complement the flagship programmes' mandates by piloting innovative approaches, developing new research streams and implementing tailor-made interventions. Synergies and collaboration among all projects and programmes will prove more crucial than ever as the ILO moves into its next 100 years of promoting and realizing decent work.








Introduction

History

The ILO's *Field Operations and Structure and Technical Cooperation Review*, published in 2014, encouraged the Office to act as "One ILO" through a new model of delivering advice, services and activities to ILO constituents. This model centres on the development of larger, integrated programmes as part of a more strategic approach to building and sustaining the ILO's development cooperation portfolio – and the flagship programmes are the response.

THERE ARE FIVE FLAGSHIP PROGRAMMES:

-  Better Work
-  Building Social Protection Floors for All (SPF)
-  International Programme on the Elimination of Child Labour and Forced Labour (IPEC+)
-  Jobs for Peace and Resilience (JPR)
-  Occupational Safety and Health – Global Action for Prevention (OSH-GAP)

These programmes were endorsed by the ILO's Governing Body in October 2015. They were selected because, among other criteria, they are scalable and replicable, fulfil needs expressed by constituents and develop their capacity, and produce sustainable results.

In this brochure

This publication introduces the ILO's flagship programmes and explains how they fit into the strategic framework and existing structure not only of the ILO but also of the international community, including the Sustainable Development Goals. It also describes how these programmes support the mission of other ILO initiatives, such as the Future of Work, and the family of multi-stakeholder initiatives hosted by the ILO. Development partners and ILO constituents can also find out how to get involved.



The flagship programmes: a short description

BETTER WORK

As a partnership between the ILO and the International Finance Corporation, a member of the World Bank Group, Better Work brings together diverse groups – governments, global brands, factory owners, unions and workers – in order to improve working conditions in the garment industry and make the sector more competitive. Currently active in 1,500 factories employing more than 2 million workers in seven countries, Better Work creates lasting, positive change through assessments, training, advocacy and research that change policies, attitudes and behaviour. Better Work envisions a global garment industry that lifts millions of people out of poverty by providing decent work, empowering women, driving business competitiveness and promoting inclusive economic growth.

SPF

SOCIAL PROTECTION FLOORS FOR ALL

Building Social Protection Floors for All (SPF) makes social protection floors a national reality in countries that still have underdeveloped or fragmented social protection systems. Social protection floors are basic levels of social protection that should be guaranteed to all. Defined at the national level, they should provide at least essential health care throughout one's lifetime; social protection for all children; income security to all people of working age, in particular in case of unemployment, maternity, disability and work injury; and pensions for all older persons. This flagship programme brings together governments, social partners, civil society organizations, social protection scheme administrators and the UN system in coordinated and comprehensive SPF interventions. These include carrying out assessments of social protection situations and providing recommendations not only on reforming existing social protection schemes or designing new ones but also on supporting their implementation.

IPEC+

INTERNATIONAL PROGRAMME FOR THE ELIMINATION OF CHILD LABOUR AND FORCED LABOUR

The IPEC+ flagship programme seeks to eliminate child labour by 2025 and forced labour by 2030 in line with SDG target 8.7. The programme works in three areas where these workers' rights violations are particularly acute: (i) rural and informal economies; (ii) enterprises and global and domestic supply chains; and (iii) situations of crisis and fragility. In each of these contexts, the programme effects change in: (i) public policy and governance; (ii) empowerment of workers and employers' and workers' organizations; (iii) development of knowledge and data; and (iv) partnerships.

JPR

JOBS FOR PEACE AND RESILIENCE

The Jobs for Peace and Resilience flagship programme focuses on employment generation, skills building and entrepreneurship development in conflict-affected and disaster-prone countries. Its ultimate beneficiaries are vulnerable young women and men, who are the cornerstone of a better future and whose economic and social inclusion not only reduces risks of social and political instability but also contributes to peace building, national reconciliation and social cohesion, while producing public assets and goods. The programme bridges humanitarian and development support for an enhanced local economic recovery that translates into jobs, pathways to sustainable development and the transition to formality. With this aim, it builds on and implements the policy guidelines adopted in the ILO's Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205).

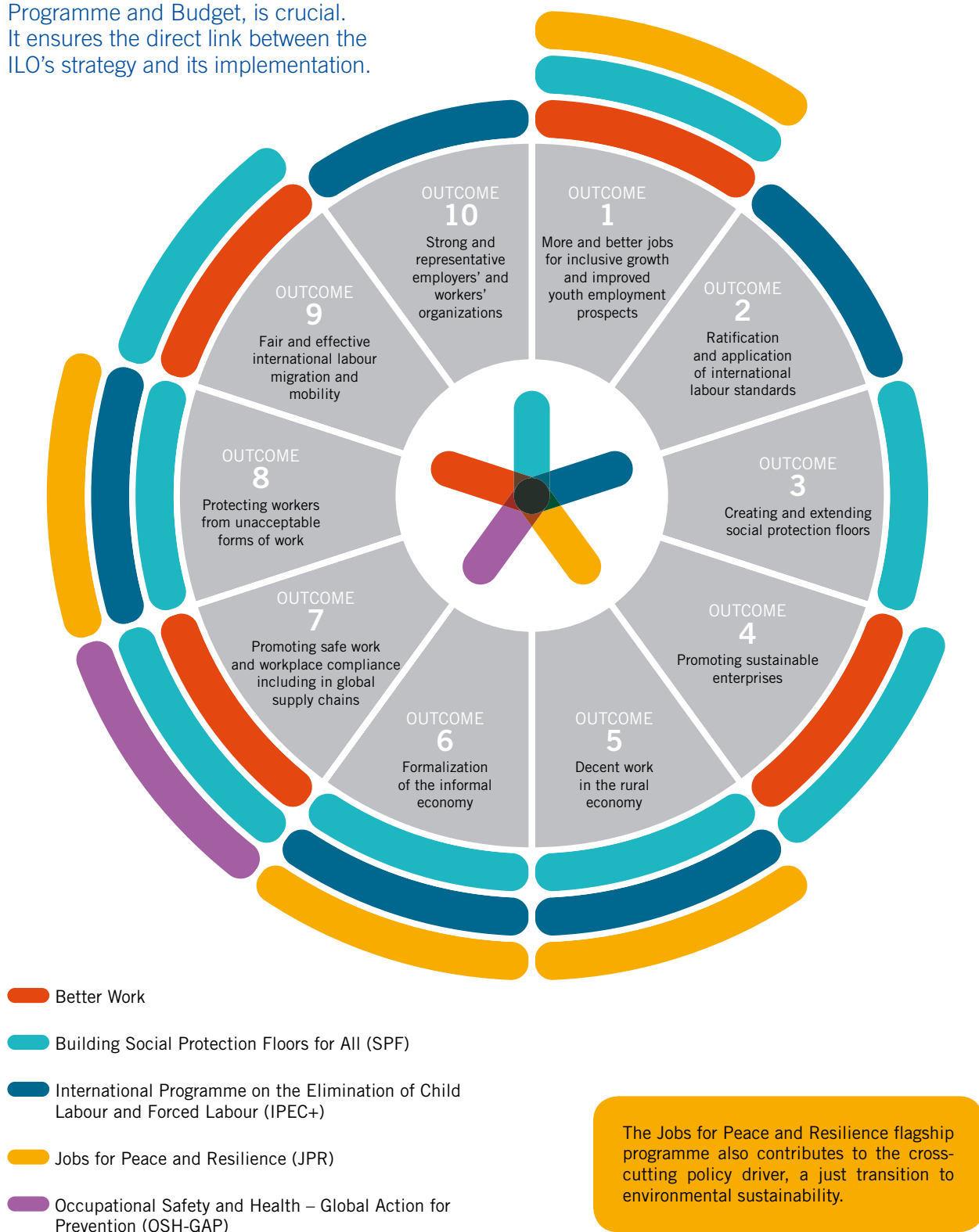
OSH-GAP

OCCUPATIONAL SAFETY AND HEALTH – GLOBAL ACTION FOR PREVENTION

The OSH-GAP flagship programme fosters a culture of prevention to reduce the incidence of work-related deaths, injuries and illnesses. It operationalizes the ILO's commitment to secure the fundamental right of all workers to a safe and healthy work environment. The OSH-GAP responds directly to the growing demand for improvements in OSH and the requests of ILO constituents for support in using relevant international labour standards to strengthen national and enterprise-level OSH systems. The programme focuses on sectors with a high incidence of work-related deaths, injuries and illnesses, such as construction and agriculture, in both domestic and global supply chains, and on the safety and health of workers who are most vulnerable to work-related injuries and ill health.

What is the link between the flagship programmes and the outcomes of the ILO's Programme and Budget 2018–19?

Coherence between the flagship programmes and the ILO's Strategic Framework, including the biennial Programme and Budget, is crucial. It ensures the direct link between the ILO's strategy and its implementation.



What is the link between the flagship programmes and the Future of Work?

The ILO's Future of Work initiative will mark the centenary of the ILO with a strategic, action-oriented report preparing the way for the realization of decent work in a very different labour environment to the one in which the ILO was founded in 1919. The initiative addresses the world's most immediate challenges in the world of work as well as some of the most systemic decent work deficits.

BETTER WORK

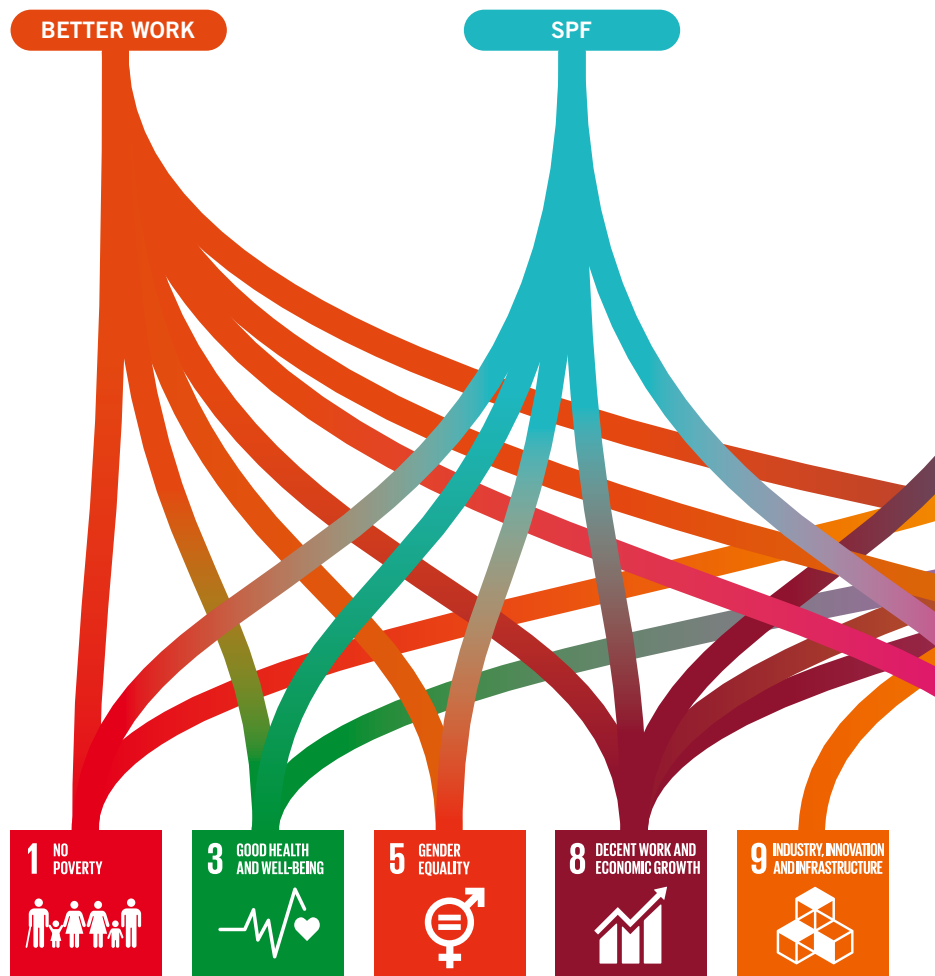
While garment factories are a valuable source of jobs and can help improve the livelihoods of workers and their families, poor working conditions, particularly in the informal economy, remain a pressing issue. Mechanisms to enforce labour laws are often weak and workers may not have a good understanding of their rights, nor the skills to effectively realize them. Changes in these mechanisms will be made not only by fostering collective action but also by aligning corporate objectives to sustainable social and economic development and enabling garment-producing countries to strengthen policy and tackle non-compliance. Alongside these changes, it will be increasingly important to equip enterprises and workers with the capacity and skills needed for the future world of work.

SPF

Social protection is a human right and a crucial element of economic and social development. Future demands on social protection systems are likely to increase in the light of disruptions of today's economies and societies, higher levels of inequality and the changing role of work in people's lives. Social protection floors are key for guaranteeing a basic level of income security and effective access to essential health care for all, and thus for shaping the future of work. They contribute to promoting social justice, human dignity and decent work, preventing poverty and reducing inequality and vulnerability, fostering resilience and promoting social inclusion. The Social Protection Floors flagship programme supports countries in designing and implementing social protection systems, including floors, in a way that responds to current and future demands, and harnesses the opportunities provided by new technologies in the delivery of social protection benefits and services.

What is the link between the flagship programmes and the Sustainable Development Goals?

The flagship programmes are an important pathway to integrating the Decent Work Agenda into both UN Development Assistance Frameworks (UNDAFs) and national frameworks of the UN Sustainable Development Goals. They are also able to incorporate capacity development more systematically.



IPEC+

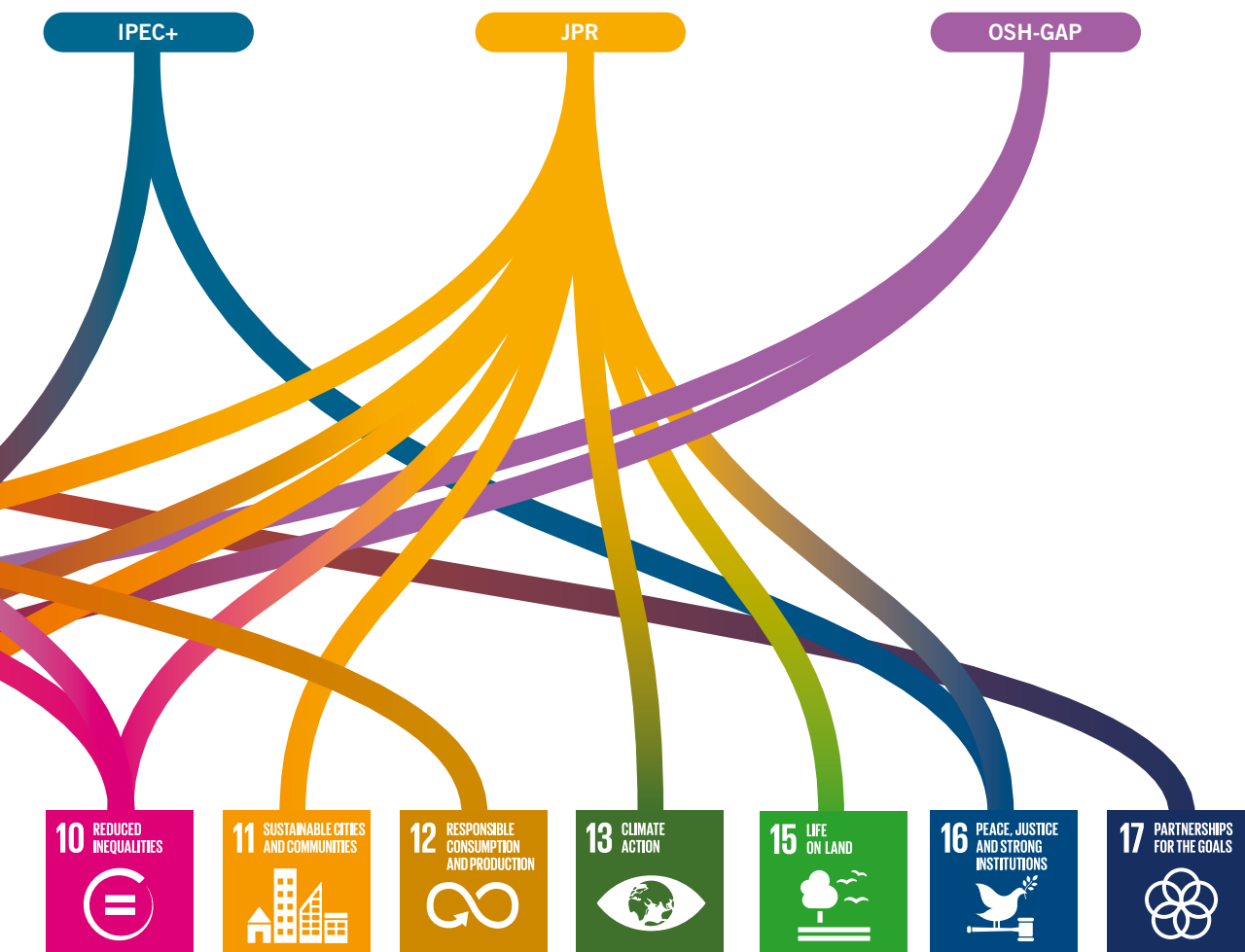
Eradicating child labour and forced labour is fundamental to the realization of decent work. Education and a smooth transition from school to decent work are key to children's development into contributing members of society. Young people of working age must gain access to better economic and social opportunities and be able to pursue a path for their own development. The importance of ensuring this objective cannot be overstated. Step-change developments will make substantive contributions in this direction, including the development of education and training systems in light of transformative technological changes and demographic trends. This helps yield sustainable and inclusive benefits for workers, enterprises and the economy.

JPR

Countries facing fragility are often those that have experienced structural economic challenges, weak institutions and surplus labour resulting from years of long-term unemployment and neglect, continuous conflict and lack of proper infrastructure. The Jobs for Peace and Resilience flagship programme focuses on addressing the root causes of fragility – strengthening the resilience of national institutions and the capacities of individuals through productive schemes that offer jobs and income and also rebuild the much-needed infrastructure and public services that are often lacking. They contribute to protecting and restoring natural resources, as well as improving water and food security, which can also be causes for tensions and conflicts leading to fragility. The programme is about ensuring that all individuals, including the most vulnerable and especially youth, can be part of the peace process and contribute to economic, social and environmental stability.

OSH-GAP

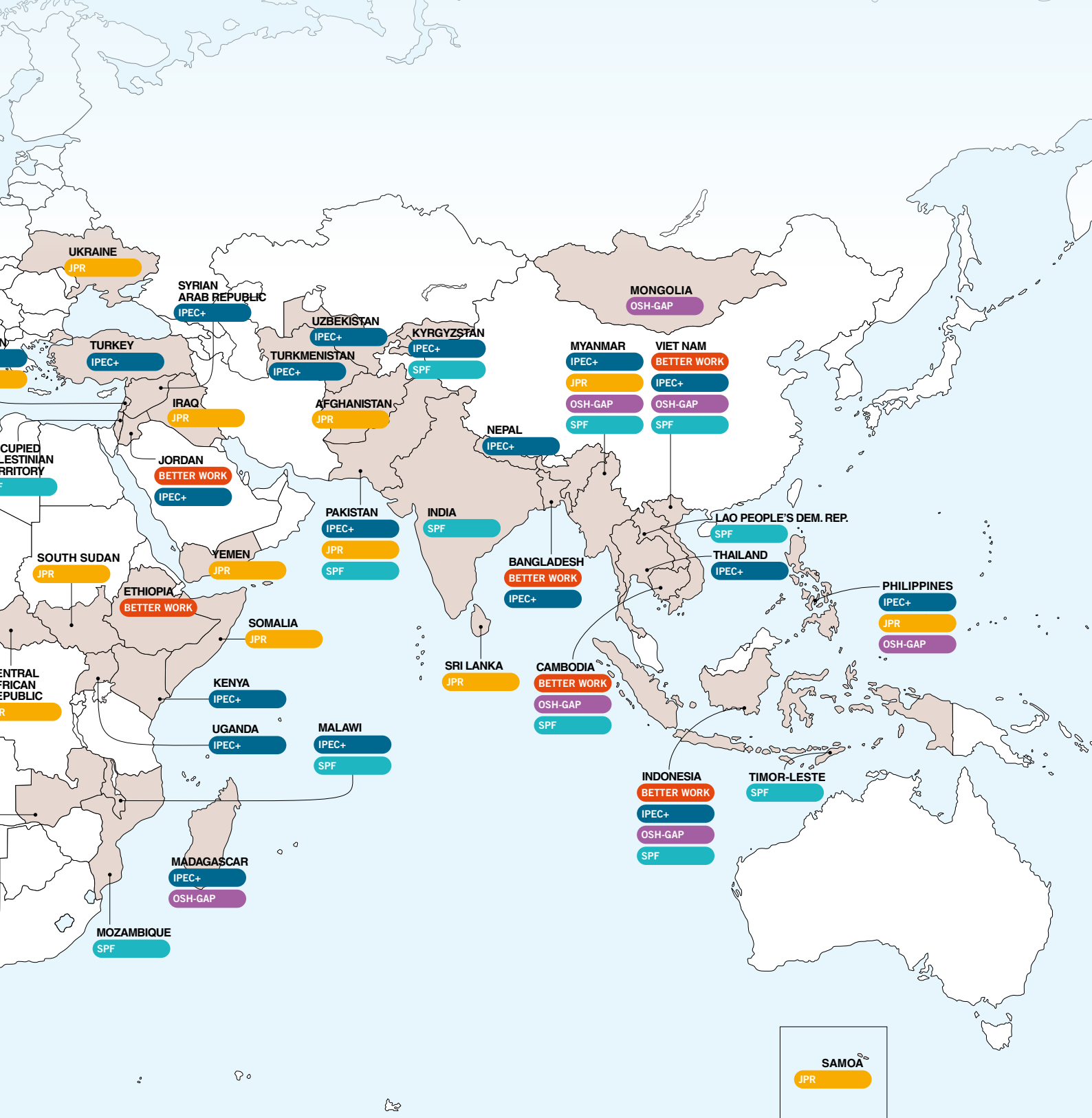
Improving working conditions and promoting safe and healthy working environments are integral to ensuring decent work in the future. Safe and healthy work and an entrenched “culture of prevention” are important to workers and businesses alike. Business sustainability hinges on a safe, healthy and productive workforce. For decades, in response to the growing body of evidence on workplace hazards and risks, businesses have been retrofitting work and workplaces after significant harm had already been done. Making safe and healthy work a reality in the future will require the integration of occupational safety and health in the “design” of future work and workplaces and the commitment of the multiple parties who will influence that design. The development and dissemination of needed knowledge and evidence related to health and safety will need to keep pace with the changes in the world of work; developing that knowledge and evidence through supporting collaborations, networks and partnerships of OSH knowledge institutions, agencies and organizations is a key objective of the OSH-GAP flagship programme.



In which countries will the flagship programmes be active?



	Africa	Arab States	Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Total
Better Work	1	1	4	0	2	8
SPF	8	1	8	1	3	21
IPEC +	11	3	8	4	6	32
JPR	9	3	6	1	2	21
OSH-GAP	2	0	6	0	3	11



What are the flagship programmes' targets over the coming years?

The flagship programmes have developed five-year strategic plans to guide their activities over the next few years.

BETTER WORK

USING EXISTING AND NEW PARTNERSHIPS, BETTER WORK WILL →

expand its impact to 8 million workers and 21 million family members

enable garment-producing countries to strengthen policy

SPF

The first phase of this programme – ending in 2020 – deploys activities in 21 countries (eight countries in both Africa and Asia and the Pacific; three in Latin America; one in both Central Asia and the Middle East). **BY 2020** →

a national social protection strategy and/or a practical implementation plan will be adopted in the 21 target countries

14 of the 21 countries will have designed or reformed social protection schemes and adopted or revised the corresponding law

IPEC+

The IPEC+ flagship programme focuses on improving public policy and governance, empowerment, knowledge and data, and partnerships in rural and informal economies, enterprises and global supply chains, as well as in countries in crisis and fragile situations. By the end of 2019, the programme will have been introduced to five new member States. **BY THE END OF 2020, THE PROGRAMME WILL HAVE SUPPORTED** →

a 50% increase in positive comments received by the CEACR on the application of child labour Conventions

at least ten member States in the adoption of gender and child-sensitive policies, legislation and regulation to strengthen social protection and education, with special emphasis on at-risk communities

JPR

For the period 2018–2022, Jobs for Peace and Resilience targets ten countries and focuses on developing national-level multitrack policy approaches. These approaches combine employment-intensive investment strategies, skills development, sustainable SME development and entrepreneurship promotion, with a particular focus on young people and those social groups that are particularly vulnerable in a crisis situation. **THE IMPLEMENTATION OF THE PROGRAMME AT COUNTRY LEVEL WILL** →

generate direct and indirect (through backward and forward linkages) jobs and decent work, especially for young women and men

promote new sustainable SMEs and scale up the existing ones

OSH-GAP

The OSH-GAP programme supports member States in enhancing their occupational safety and health performance; promotes the creation and dissemination of OSH knowledge by OSH agencies, organizations and institutes; and builds the demand for OSH particularly among young workers and entrepreneurs. **WITH DEVELOPMENT COOPERATION RESOURCES, THE PROGRAMME AIMS TO ACHIEVE THE FOLLOWING:** →

development of member States' OSH capacities, with a particular focus on high risk sectors, SMEs and workers with heightened risk of work-related injuries and diseases

improvement of member States' OSH knowledge on work-related deaths, injuries and diseases, notably in global supply chains

Achieving these goals will rely on:

1. influencing business practice by building on what has worked to tackle non-compliance
2. strengthening the environment for decent work by enhancing public institutions and providing policy makers with credible data on decent work in global supply chains

seven of the 21 countries will have improved their operations including delivery mechanisms for their social protection floors

This will result in higher coverage (30 million people previously excluded will be covered), greater adequacy (50 million people previously partially covered will have higher levels of protection) and better access (130 million people will have better access to social protection).

develop and upgrade local value chains

enhance the employability of young people through vocational skills and entrepreneurship training programmes

improve access to appropriate technologies and local economy markets

strengthen social dialogue mechanisms

development and dissemination of OSH knowledge and solutions by connecting and engaging OSH agencies, organizations and institutions, as well as regional OSH networks, through the INTEROSH database

increased demand for OSH by building a community of youth champions and promoting an action plan on OSH for youth safety and health at global level, as well as empowering young workers and entrepreneurs to drive OSH improvements in countries

By 2020, the Programme will have developed projects to:

- work toward targets 1 and 2 in 12 member States;
- provide support for the establishment of the global OSH coalition and the creation or improved operation of three regional or sub-regional networks; and
- expand the number and capacity of the cadre of OSH youth champions in view of the 2nd Youth Congress at the 2020 World Congress on Occupational Safety and Health in Canada.

How do the flagship programmes support multi-stakeholder initiatives?

BETTER WORK

Better Work is by nature a multi-stakeholder initiative. The programme is a collaboration between the ILO and the International Finance Corporation (IFC), bringing together all levels of the garment industry – factories, buyers and workers.

The strong thematic overlap between Better Work and both the **Vision Zero Fund** (established to work on the prevention of work-related accidents and illness in global supply chains) and the **Global Deal** (established to support businesses to integrate social dialogue into their business model), encourages technical collaboration in future activities.

SPF

A multi-stakeholder partnership for SDG 1.3 brings together under one umbrella the various networks that have been created to build common positions on social protection and enhance joint programming.

The **UN SPF Initiative** promotes delivery as One UN through UNDAFs, regional thematic working groups on social protection and joint resource mobilization and programming through a SPF Window under the UN joint policy fund.

The **SPIAC-B** promotes policy coordination among the ILO, World Bank, other international agencies and bilateral donors; it also develops common Interagency Social Protection Assessment (ISPA) Tools.

The **Global Business Network for SPFs** is an engagement platform for enterprises and employers' organizations to promote the extension of social protection and support the implementation of public social protection systems in selected countries.

The **Social Protection, Freedom and Justice for Workers Network** mobilizes workers' organizations to promote and defend workers' rights to social protection.

The **NGO Global Coalition for SPFs** includes 80 civil society organizations and trade unions that support the outreach of social protection floors to informal economy workers and other vulnerable groups.

The **Global Partnership on Universal Social Protection (USP 2030)** includes 15 international organizations and development partners to support the realization of universal social protection.

IPEC+

Alliance 8.7 is a global partnership with a mission to assist all UN Member States in taking immediate and effective measures to eradicate forced labour, modern slavery, human trafficking and all forms of child labour, in accordance with target 8.7 of the 2030 Agenda for Sustainable Development. Alliance 8.7 is aligned with the aims of IPEC+.

The ILO's **Child Labour Platform (CLP)** is the leading cross-sectoral initiative to tackle child labour in supply chains, chaired by the International Organization of Employers and the International Trade Union Confederation, with affiliates in 150 and 156 countries, respectively. It is a business-led forum, providing concrete solutions for buyers, factory owners and suppliers to embed strong policies and good business practice, measure impact and engage in meaningful dialogue with workers' organizations and other stakeholders. The CLP is part of the ILO's contribution towards business engagement under Alliance 8.7.

The **Global Business Network on Forced Labour and Human Trafficking** engages the wider business community, including Employer and Business Membership Organizations (EBMOs), MNEs and SMEs, on these issues and shapes collective action through a broad-based response to the structural issues undermining progress.

JPR

One of the priority areas of the **Global Initiative on Decent Jobs for Youth**, "Youth in Fragile Situations", is closely aligned with the goals of the Jobs for Peace and Resilience flagship programme. Activities under this priority area are undertaken in close collaboration between the ILO, UNDP and UNHCR.

The **Inter-agency Public Works Programme Assessment Tool**, developed under a Social Protection framework, has since 2012 united development partners at national and international levels, bridging the humanitarian–development nexus around job creation through public goods.

OSH-GAP

The OSH-GAP programme supports the **Vision Zero Fund** in the development of country level projects that promote occupational safety and health in global supply chains and work to improve the capacities of labour inspection and employment injury insurance systems.

Gender equality and non-discrimination, social dialogue and a just transition to environmental sustainability are three (of four) cross-cutting policy drivers of the ILO's Programme and Budget. Though not directly linked to a particular flagship programme, the ILO benefits from three related multi-stakeholder initiatives:

the Equal Pay International Coalition (EPIC);

the Business Network on Disability;

and the inter-UN agency Partnership for Action on Green Economy.

How can development partners get involved?

Some ILO development partners already support – directly and indirectly – activities of the flagship programmes. A number of specific entry points are available to get involved. With the support of its constituents, the ILO reaches out to development partners to expand alliances in the framework of its flagship programmes. This enables the ILO to achieve policy coherence as well as leverage resources to deliver development results at the country level.

A RANGE OF ENGAGEMENT MODALITIES IS AVAILABLE TO DEVELOPMENT PARTNERS:

Financing for development outcomes

Building on an alignment between thematic bilateral cooperation priorities and the objectives of the ILO's flagship programmes, development partners can join forces through multi-year financing arrangements, either globally or for specific regions and countries. This collaboration can be either project-based or through multi-partner arrangements. Designed as high impact vehicles, the ILO's flagship programmes achieve results through large-scale activities and build capacity more efficiently through economies of scale.

Human resources support and capacity

Opportunities are available to development partners to place their staff members on secondment with the flagship programmes. For example, young professionals from contributing partners can gain hands-on experience of working in the ILO's development cooperation programme at headquarters and on field-based assignments through the Junior Professional Officer programme. These entry points are concrete ways to build policy and operational expertise as well as institutional networks between the ILO and its partners.

Public-Private Partnerships

The main entry point for the private sector to partner with the ILO flagship programmes is through Public-Private Partnerships. Socially responsible practices are conducive to gains in productivity, competitiveness, innovation and access to new markets. Through current agreements, the ILO has various experiences of collaborating with multinational enterprises, SMEs, foundations and NGOs through knowledge-based as well as financial partnerships. A number of private sector actors are already supporting the flagship programmes, including the collaboration between IPEC+ and Mars, and between OSH-GAP and Disney.

Some concrete examples

BETTER WORK

BETTER WORK AND AUSTRALIA

The Government of Australia has been a key development partner for Better Work across the Asia-Pacific region. In 2017, the Government seconded a staff member to work for Better Work for six months to strengthen organizational ties. This partnership saw the public launch of Better Work's ambitious five-year strategy to enhance gender equality in the global garment industry at the Asia and Pacific Regional Conference on Women and the Future of Work, co-sponsored by the Australian Government and the ILO. Moving forward, Better Work will collaborate closely with the Australian Government and other major development partners on the implementation of the strategy to scale the programme's impact, empowering women, reducing sexual harassment and closing the gender pay gap in the sector.

SPF

SOCIAL PROTECTION FLOORS FOR ALL AND THE UN SOCIAL PROTECTION FLOORS INITIATIVE

Since October 2017, development partners have supported the ILO flagship programme through the UN Social Protection Floors Window (<http://un.social-protection.org>). The SPF Window is an opportunity for development partners to support both the five main SDG targets on social protection (SDGs 1.3, 3.8, 5.4, 8.5 and 10.4) and inter-agency joint programming efforts on the transition from donor-driven cash transfer programmes toward development-oriented social protection systems. Furthermore, by channelling funds through the SPF Window, development partners also support the UN reform.

South–South Partnerships and Triangular Cooperation (SSTC)

SSTC is an important strategy to identify, document and disseminate good practices; facilitate peer-to-peer knowledge exchange between social partners and other actors; and broker agreements and memoranda of understanding. Development partners from the Global South can engage the ILO flagship programmes through flexible modalities. These include the promotion of study tours; support to (sub-)regional South-driven initiatives; the provision of scholarships and apprenticeships for participants from the Global South; and a range of possible institutional partnerships, such as joint research projects, knowledge networks and staff exchanges.

Ad hoc support for specific flagship programme initiatives

Development partners can also engage with the flagship programmes through support to specific events or activities such as conferences and training programmes that are aligned with the objectives of the flagship programmes.



IPEC+

INTERNATIONAL PROGRAMME ON THE ELIMINATION OF CHILD LABOUR AND FORCED LABOUR AND THE EUROPEAN UNION

The IPEC+ flagship programme works with a variety of development partners to address child labour and forced labour issues in various sectors across the globe. In 2018, the programme partnered with the European Union to tackle child labour and forced labour in the cotton, textile and garment value chain. This four-year project works in Burkina Faso, Mali and Pakistan to strengthen national legislation and policy as well as to build the capacity of local governments and other actors to take effective action against child labour and forced labour. In this context, this ILO-EU partnership will enhance the inclusion, in both policy and practice, of decent work provisions in one of the most far-reaching supply chains, in which workers are often among the most vulnerable, particularly women and children.

JPR

JOBS FOR PEACE AND RESILIENCE AND THE SWISS CONFEDERATION

In February 2018, the Swiss Confederation matched its development agenda to the activities of the ILO's Jobs for Peace and Resilience flagship programme. The agreement aims to strengthen and mainstream employment in United Nations peace building programmes. It will also contribute to the creation of employment and decent work opportunities for youth in conflict-affected and disaster-prone countries. This new collaboration will support ongoing efforts to promote job-rich strategies for vulnerable women and men in fragile contexts with a strengthened focus on preventing conflict, building resilience and sustaining peace.

OSH-GAP

OCCUPATIONAL SAFETY AND HEALTH – GLOBAL ACTION FOR PREVENTION AND DISNEY

The OSH-GAP flagship programme leverages the strengths of the private sector to reduce the incidence of workplace fatalities, injuries, and diseases, notably in sourcing countries. In this context, the Walt Disney Company is supporting ILO activities in Indonesia, Myanmar, the Philippines and Viet Nam to improve the safety and health of young workers and to give a voice to young workers and young employers on this important issue. This collaboration contributes to a global campaign focused on young workers' safety and health and an OSH communications tool kit targeting youth. The project works in collaboration with the USDOL-funded safeyouth@work project.



ILO Flagship Programmes

Better Work

Social Protection Floors for All

International Programme on the Elimination of Child Labour and Forced Labour

Jobs for Peace and Resilience

Occupational Safety and Health – Global Action for Prevention