



**MINISTRY OF FOREIGN AFFAIRS  
OF DENMARK**  
*Danida*

**Organisation Strategy  
for  
Danish Support to  
The International Labour Organisation  
2023 - 2027**

**Ministry of Foreign Affairs of Denmark  
January 2023**

## Danish Organisation Strategy for the ILO

**Introduction:** ILO is a key partner for Denmark in multilateral development cooperation, in the field of human rights in the world of work as well as in social and economic development. This strategy covers 2023-2027 and envisages a total Danish core contribution of DKK 130 million.

**Key results:**

- Effective global coordination and support for effective and human-centred job creation especially in relation to fragile states, including Africa
- A clear prioritisation of the “green recovery” and serving the world of work by addressing the climate crisis
- Focus on the rights, protection and decent jobs of crisis-affected people, not least groups at particular risk, including refugees, migrants, youth, as well as girls and women
- Concrete action in relation to ESG (Environment, Social and Governance) in global value chains promoting and sustaining decent jobs of the future
- An effective, accountable (i.a. on SEA (Sexual Exploitation and Abuse)) and in relation to donors, efficient and adaptable ILO.

**Justification for support:**

The selected key results support the Danish government’s priorities with respect to Africa, transition to green economy, migration and protection of labour rights as indicated in the overall Danish development strategy “The World We Share”.

**How will we ensure results and monitor progress:**

Progress will be monitored and aligned to key performance indicators of the ILO and through annual bilateral dialogue and consultations as well as field visits.

**Risk and challenges:**

- Stretched resources and difficulty in substantially increasing field presence
- Continued legitimacy of the ILO vis-à-vis governance and representation
- Organisational inertia in responding to all MOPAN findings and asks

<b>File No.</b>	2022-24389				
<b>Responsible Unit</b>	FN-Geneva				
	<i>Mill.</i>	<b>2023</b>	<b>2024</b>	<b>2025-27</b>	<b>Total</b>
<b>Commitment</b>		20	20	90	130
<b>Projected annual disbursement</b>		20	20	40-25-25	
<b>Duration of strategy</b>	2023-2027				
<b>Finance Act code.</b>	06.38.02.15				
<b>Desk officer</b>	Mads Thuesen Lunde				
<b>Financial officer</b>	Alla Kvasina				

**SDGs relevant for Programme**



**Annual budget (2023-2027): 20-20-40-25-25 mill. DKK  
Total: 130 mill. DKK**

**Danish involvement in governance structure:**

- Denmark is a member of the Nordic constituency group in the Governing Body and the annual International Labour Conference as well as an active member of EU and IMEC coordination
- Denmark participates in regular donor meetings on ILO funds
- Danish labour market organisations are active within their respective constituencies (employers and workers)

Strategic objective(s)	Priority Areas	Core information	
To enable Africa’s transition to green economy, migration and protection of labour rights. To strengthen ILO’s involvement and contributing to SDGs 1, 8, 12 and 13.	Tangible progress on green and inclusive (youth, women, migrants) jobs.	Established	1919
		HQ	Geneva
		President (as of 1 OCT 2022)	Director General Gilbert Houngbo
		Human Resources	HQ 1165 staff, Field 2381 staff 152 nationalities 46.4% men, 53.6% women Regular budget: 1681 staff (47.4% of total staff), Development cooperation: 1865 staff (52.6% of total staff) Total: 3546 <sup>1</sup>
		Country presence	Presence in 107 countries

<sup>1</sup> Data as of 31 December 2021

# Organisation Strategy for ILO

## I. Objective

This Strategy for the cooperation between Denmark and ILO (International Labour Organisation) forms the basis for the Danish contributions to ILO, and it is the central platform for Denmark's dialogue and partnership with ILO. It sets up Danish priorities for ILO's performance within the overall framework established by ILO's own strategy. In addition, it outlines specific goals and results vis-à-vis ILO that Denmark will pursue in its cooperation with the organisation. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities. The Strategy will form the basis of the Multilateral Partnership Agreement (MPA) between Denmark and ILO, which will enter into force in 2023 and cover the same period.

## II. The Organisation

### Mission and mandate

The foundation of the ILO is its **normative work**. Adopting and monitoring international labour standards and ensuring that countries implement the ILO Conventions are the core functions of the organisation. Ten of the 190 conventions are recognized as "core conventions". They include: 1) Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), 2) Right to Organise and Collective Bargaining Convention, 1949 (No. 98), 3) Forced Labour Convention, 1930 (No. 29) (and its 2014 Protocol), 4) Abolition of Forced Labour Convention, 1957 (No. 105), 5) Minimum Age Convention, 1973 (No. 138), 6) Worst Forms of Child Labour Convention, 1999 (No. 182), 7) Equal Remuneration Convention, 1951 (No. 100), 8) Discrimination (Employment and Occupation) Convention, 1958 (No. 111), 9) Occupational Safety and Health Convention, 1981 (No. 155) and 10) Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). ILO's latest Convention is the Violence and Harassment Convention from 2019 (no. 190).

ILO also take a significant role in **technical cooperation** and through its flagship programmes, the ILO puts normative goals into practice and enhances their impact, thereby complementing its normative role.

Guided by its "Decent Work" principles, ILO's work has **four strategic objectives**:

- 1) Promotion and realization of standards, fundamental principles and rights at work;
- 2) Creating equal opportunities for women and men for decent work and income;
- 3) Social security for all;
- 4) Strengthening the tripartite bargaining and social dialogue.

ILO's Centennial Declaration from June 2019 lays down the priorities for the organisation, its member states, and social partners. Inspired by the Centennial Declaration, ILO has revised its biennial programme of work and results framework for 2020-21 to focus on **eight policy outcomes** for ILO operationalising the four strategic objectives – this framework has subsequently been repeated for 2022-23:

- 1) Strong tripartite constituents, influential and inclusive social dialogue
- 2) Effective application and supervision of international labour standards
- 3) Economic, social and environmental transitions for full, productive and freely chosen employment

- 4) Sustainable, innovative enterprises as generators of employment
- 5) Skills and lifelong learning
- 6) Gender equality in the world of work
- 7) Adequate and effective protection at work for all
- 8) Comprehensive and sustainable social protection for all

ILO's development cooperation strategy 2020-25 focuses on these eight policy outcomes, but will also support the implementation of forthcoming Programmes & Budgets and contribute to the implementation of the ILO centenary declaration. The Strategy takes account of key issues that have emerged in the development cooperation landscape (not least SDG implementation), including the impact of the COVID-19 pandemic on the world of work and the implementation of the UN development system reform on the basis of the four focus areas (see above) identified by the Governing Body.

ILO is also an operational actor within the UN development system and a member of the global high-level inter-agency UN Sustainable Development Group (chaired by the UN Deputy Secretary General) which supports, tracks and oversees the coordination of development operations of the UN development system to ensure that the UN organs concerned with the promotion of economic and social development deliver coherent, effective and efficient support to countries and territories seeking to attain sustainable development.

### **Governance and relations with other UN agencies and civil society**

The ILO has 187 member states. Director General Gilbert Houngbo took office 1st October 2022. The governance structure consists of a general conference (the International Labour Conference (ILC)), a board (the Governing Body) and a secretariat (the International Labour Office).

The Governing Body meets three times a year and the ILC once. The Nordic countries on a rotational basis have one seat in the Governing Body for three years at a time. Sweden occupies the Nordic seat at present and Denmark is expected to take the seat from summer of 2024. In addition, presently an extra - deputy member - seat was allocated to Iceland.

ILO is a specialised agency within the UN system – but differs from other specialised or subsidiary UN agencies, funds and programmes in its tripartite structure of governance. The tripartite structure of the ILO gives an equal voice to workers, employers and governments to ensure that the views of the social partners are closely reflected in labour standards and in shaping policies and programmes.

The ILO **collaborates with other members of the UN system** to '[deliver as one](#)'. One such example of relevance to this particular strategy (cf. key priority 3) is that the ILO collaborates with the IOM and UNHCR in a number of schemes to guarantee protection at work for migrant workers and host communities.

The ILO maintains a close **relationship with the non-governmental sector**, which involves the following: the [integration of non-governmental social partners](#) in the identity of the Organization itself; according [consultative status](#) to non-governmental international organizations that meet certain criteria and collaboration at the [operational level](#) with a variety of international, regional, national and local organizations.

## **Organisational structure**

The ILO provides technical cooperation to countries on all continents and at all stages of economic development, and today has over 600 programmes and projects in more than 100 countries – with the support of 120 development partners, implemented through close cooperation between recipient countries, donors, and the ILO, which maintains a network of 107 country representations worldwide.

## **Budget of the organisation**

ILO's budget consist of funds from assessed (membership) contributions and voluntary funding (both un-earmarked and earmarked). The “biennial work plan” of the organization, the Programme and Budget, is submitted for approval to the Governing Body and final adoption by the International Labour Conference. The proposed budget to deliver the programme for 2022-23 is USD 790.64 million in constant dollar terms. As part of the biennial budget, the Secretariat proposes how to allocate funds for development cooperation across the organisational priorities. The assessed contributions finance about 50% of ILO's activities, for the two-year period 2022-23 estimated at USD 852 million.

The other approx. 50% of ILO's funds come from voluntary funding. In 2022, USD 370 million were voluntarily contributed to ILO's development cooperation programs outside of RBSA, while for RBSA the total for 2022 was USD 16 mio.

## **Normative work and overall Danish policy**

The Danish Ministry of Employment has the general role in managing Denmark's membership of ILO and for Danish policy vis-à-vis the organisation whilst the Ministry of Foreign Affairs via the Danish UN Mission and backed by HQ in Copenhagen is responsible for development cooperation with the ILO. The mission is also involved in foreign policy related files as i.a. ILO country cases.

DA (Confederation of Danish Employers) and FH (Danish Trade Union) are members of the Danish Permanent ILO Committee, which is chaired by the Ministry of Employment, as these two organisations also take part in meetings of the governing structure of the ILO. Due to its tripartite structure, the ILO has a unique voice within the multilateral system. One of the Ministry of Employment's strategic objectives is to maintain the ILO's relevance and to reform it into a modern and effective international organisation. The ministry focuses in particular on the ILO's unique supervisory system and protection of fundamental universal labour rights, on decent work to all, gender equality in the world of work, and the fight against inequality. The Ministry of Foreign Affairs will seek inspiration from ILO's normative work in its cooperation with the organisation.

### **III. Lessons learnt, key strategic challenges and opportunities**

Between 2015 and 2020, advancement of SDG 8 on decent work and economic growth has globally progressed by 0.8 percentage point.<sup>2</sup> Major challenges remain in low income countries in general, and the regions of Latin America and the Caribbean, Middle East and North Africa, Sub-Saharan Africa in particular.

The COVID-19 crisis has significantly impeded and in some cases reversed progress, hereunder by causing significantly higher levels of unemployment – an estimated loss of 332 million full-

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<sup>2</sup> [Source: Sustainable Development Report 2021](#)

time jobs in the first three quarters of 2020 alone, with few prospects for full and early recovery. Secondary effects include rising levels of poverty, inequality and social tension, particularly placing at risk marginalized population groups, hereunder 1.6 billion workers in the informal economy; youth – whose labour market position was already tenuous; women – because of their concentration in hard-hit sectors and by the added burden of unpaid care work and migrant workers a.o. due to forced returns and working conditions.

The ILO Strategic Plan for 2018–21 was framed as a statement of recommitment to use the ILO’s historical mandate for social justice to confront contemporary challenges in the world of work. The ILO’s Strategic Plan for 2022-2025 serve the same purpose, but in reflection of the radically changed circumstances.

The ILO is presently working on the basis of “Programme and Budget” for the biennium 2022-23. A new General Director has been elected assuming office by 1<sup>st</sup> October 2022. A transition team concluded their assignment on 30 September 2022 and presented their final report to the Director General in October 2022 to inform decision-making and priority-setting upon its entry into office. The main focus of the new General Director during his term is expected to be job creation for the youth of Africa, transformation from informal to formal jobs, social security, just transition and supply chains as well as field structure.

In regard to the Danish ILO **Organisation Strategy (2020-2022)** the most significant changes and lessons learned that the strategic partnership has contributed to in Danish priority areas were:

- Danish voluntary funding contributed in particular to implementing ILO outcomes 3 (economic, social and environmental transitions for full, productive and freely chosen employment), 5 (skills and lifelong learning) and 7 (adequate protection at work for all). During the funding period, ILO has among others advocated for rights and voices of youth, facilitated training for migrants in several African countries and improved the knowledge base on migration.
- Ukraine and Georgia: via two bilateral projects cooperation with the ILO has contributed to improving labor market governance, social dialogue and collective bargaining.
- ILO “Better Work”: in 2018-21 earmarked funding of 20 mill. DKK has supported efforts in 8 countries in improving conditions within the garment and textile sector.
- Covid-19 response: ILO continued to play an important role in mitigating the socio-economic impact of Covid-19 globally.
- The softly earmarked funding of 15 mill. DKK for country programs in Mali, Morocco and Tanzania proved less of a recommendable way forward for the next Danish ILO Organisation Strategy: The earmarking modality of the Denmark-ILO Partnership Agreement (fully un-earmarked funding channelled through the Regular Budget Supplementary Account (RBSA)) posed a limited possibility to apply further prioritization or tracing to specific country programmes and technical focus areas. While the technical focus areas and selected countries were supported through the RBSA-funding modality, further selection of certain technical areas in selected countries in line with the priorities of the Organisational Strategy could not be further influenced through the fully un-earmarked modality.
- Results reporting during the 2020-22 strategy period was generally adequate and of sufficient quality.

Danish and Swedish UN missions successfully acted as institutional leads in the MOPAN 2020-21 assessment of ILO. The **MOPAN exercise positively highlighted** that:

- 1) the ILO has a robust strategic framework that provides a clear long-term vision and a roadmap for the organisation,
- 2) ILO's technical expertise in the world of work, experience in social dialogue and tripartism, and its convening power are strong assets which it brings to the UN development system (UNDS),
- 3) the organisation has proven its organisational agility and capability to understand and address the needs of beneficiaries through its response to the COVID-19 pandemic,
- 4) the ILO remains committed to cross-cutting issues of human rights, gender equality, and social dialogue and tripartism, and has integrated them better into its interventions,
- 5) with a commitment to diversify partnerships and funding sources, the ILO is increasing its collaboration with NGOs, the private sector and other partners beyond its tripartite constituents,
- 6) the ILO's independent and quality-focused evaluation function has solidified the evidence-based character of its policies and interventions, and
- 7) through its flagship programmes, the ILO puts normative goals into practice and enhances their impact, thereby complementing its normative role.

However, MOPAN also identified **areas for improvement** e.g. in the areas of:

- 1) The ILO has yet to prioritise the “green recovery” or serving the world of work by addressing the climate crisis. The organisation could increase its impact through large-scale interventions with multi-donor participation and attain more sustainable results.
- 2) The ILO needs to improve intervention design and monitoring practices through consistent use of baselines and theory of change, take more timely action on underperformance, and streamline business processes that directly affect its projects and programmes.
- 3) Strengthening field capacity with technical expertise remains a challenge preventing effective participation at UN country team level, but the ILO can achieve this by building on remote solutions developed during the COVID-19 pandemic.
- 4) Accelerating actions to establish a fully-fledged system to prevent and respond to SEA is essential in the context of increasing interventions targeting disadvantaged and vulnerable groups.
- 5) The ILO lacks clear and robust standards and procedures for accountability to end beneficiaries, an area that is gaining in importance with increased staff interaction with vulnerable workers.
- 6) The ILO has focused on developing an innovation culture and investing in innovation across the organisation, but would benefit from a more systemic approach in this regard.

Most if not all of these deficiencies have been addressed by the ILO in its management response letter to MOPAN and/or are likely to be addressed by the newly appointed DG.

The ILO has taken several concrete steps to integrate aspects of the **UNDS reform** into its work, and its efforts to strengthen the collective performance of the UN system includes monitoring their performance against the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women. In 2020, ILO met or exceeded 35% of the UN SWAP requirements, compared with an 68% score of the UN system on average.

High ILO performance was found on gender reporting and financial resource tracking, and gaps identified in the areas of gender policy, organizational culture and knowledge & communication.

#### **IV. Priority areas and results to be achieved**

ILO is the leading UN agency in the world of work and is strongly focussed on the implementation of SDG 8, the promotion of inclusive and sustainable growth, employment and decent work for all. ILO is custodian agency or co-custodian agency not only for SDG 8, but also for sub-targets under other SDG's 1 (no poverty), 4 (quality education), 5 (gender equality), and 10 (reduced inequalities). This strategy aims at also incentive to increase focus within SDGs 12 (responsible consumption and production) and 13 (climate change) in line with The World We share.

With its tripartite structure, Decent Work agenda and strong body of labour conventions on rights and standards, ILO is uniquely placed to add a social, inclusive dimension to economic policy-making as well as to all industrial and agricultural sectors with respect to their production, domestic business and foreign trade. ILO's normative work not only contributes to poverty reduction and protection of fundamental human rights, but also to higher quality standards and productivity, potentially leading to a modernisation of the economy in developing countries and emerging market countries. ILO's focus on decent work and social protection strongly supports Denmark's fight against inequality in developing countries, in the world of work as well as in society at large. Workers' rights are not only central to Danish development, trade policy and economic diplomacy objectives but proper implementation and enforcement of core ILO conventions is also central within sustainability concepts of modern free trade agreements – not least those of the European Union.

#### **Funding channel and Danish key priorities**

Denmark's funding will be channelled through ILO's Regular Budget Supplementary Account (RBSA) as a core contribution. RBSA funds are modest compared to ILO's regular budget resources; however, it can be used strategically and flexibly.

The funding is allocated by the ILO Secretariat across ILO's Policy Outcomes related to ILO's rolling Programme and Budget, according to strategic criteria, e.g. scale up successful programs, pilot innovative initiatives, and strengthen social dialogue as well as the capacity of ILO's social partners at country level. Proposals that can be successful in leveraging funding from other sources and aim to build ILO partnerships with UN agencies, not least in the context of UN reforms, also have priority.

Consequently, the new Danish annual contribution will support all ILO Policy Outcomes. However, Denmark will focus dialogue and policy work on the outcomes where ILO can make *the greatest difference in relation to poverty reduction, building alternatives to irregular migration and creating sustainable production, especially in Africa*, with a cross-cutting focus on climate and ensuring protection of groups at risk hereunder women, youth and migrants - in line with the government's development policy priorities as set out in the Danish government's development policy strategy "The World We Share"<sup>3</sup>.

During the 2020-22 ILO strategy implementation period a Danish seconded Junior Professional Officer successfully worked within the area of Green Jobs. As part of Denmark's support to

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<sup>3</sup> [Link to "The World We Share" of January 2021](#)



ILO, the MFA will seek to also second at least one staff during this strategy's implementation period – to be funded from the 130 million DKK covering the strategy.

Danish key priority areas (1-4):

**1) Increasing capacity of African member states to formulate and implement policies for green jobs and gender-responsive national employment policies, including for youth:**

The key concern for Denmark under priority 1 is that modernised national employment policies translate into more green jobs, more jobs for youth and a better integration of gender aspects.

**2) Enhancing decent work in supply chains:**

The key concern for Denmark under priority 2 is that ILO's focus on supply chains translates into better working conditions, effective coverage under social security for work injury, higher productivity and cleaner production.

**3) Increasing capacity of mainly African member states to ensure respect for, promote and realize fundamental principles and rights at work, including for migrant workers:**

The key concerns for Denmark under priority 3 are securing a transition of workers from the informal to the formal economy, while ensuring respect for ILO's standards for decent work; as well as protecting migrant workers through fair and effective labour migration frameworks, institutions and services.

**4) Continuously enhance organisational effectiveness curbing corruption, contributing to UN reform, and ensuring protection from sexual exploitation and abuse.**

The key concern for Denmark under priority 4 is that ILO continuously enhance organisational effectiveness and pays increasing attention to the MOPAN exercise recommendations 5 and 6 for a) improvements on systems and sexual exploitation and abuse (SEA) gradually improving its performance against the requirements of the UN wide action plan on Gender Equality and the Empowerment of Women and b) in proactively identifying synergies with development partners, collaborating with international finance institutions and leveraging resources with other UN agencies.

The above-mentioned key priorities of the Government of Denmark correspond to the following Policy Outcomes of ILO's Programme and Budget 2022-23:

<b>Key priority Government of Denmark</b>	<b>Corresponding Policy Outcome ILO Programme and Budget 2022-23</b>
1) Increasing capacity of African member states to formulate and implement policies for green jobs and gender-responsive national employment policies, including for youth	ILO Policy Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all
2) Enhancing decent work in supply chains	ILO Policy Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

	ILO Policy Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market
3) Increasing capacity of mainly African member states to ensure respect for, promote and realize fundamental principles and rights at work, including for migrant workers	ILO Policy Outcome 7: Adequate and effective protection at work for all
4) Continuously enhance organisational effectiveness curbing corruption, contributing to UN reform, and ensuring protection from sexual exploitation and abuse	Enabling Outcome A: Improved knowledge and influence for promoting decent work Enabling Outcome B: Improved leadership and governance

When the ILO embarks on a new Programme and Budget - in order to ensure their continued alignment, the abovementioned Danish **key priorities will be remapped** to relevant Policy Outcome of ILO's Programme and Budget.

ILO's so-called **Development Cooperation Dashboard and Decent Work Results Dashboard** (see annex for relevant parts) will provide the Danish Mission in Geneva and the MFA in Copenhagen with a good oversight of ILO's activities in the priority areas 1-3 at any given time and together with ILO's yearly reporting give guidance to measuring results in accordance with the results matrix outlined in Annex 1. In relation to priority 4 see section VII.

## V. Budget for the Danish contribution

The Ministry of Employment pays the annual **assessed contribution** to the ILO, currently standing at 1.913.219 Swiss Franc (CHF) (2023).

The budget (total of 130 million DKK) allocated for Denmark's **contribution for the five-year period covered by this strategy** is presented in Table 1. This is an indicative budget that is **subject to annual parliamentary approval**.

*Table 1. Indicative budget for Denmark's RBSA contribution to ILO<sup>4</sup>*

Commitment	2023	2024	2025	2026	2027
Core funding for ILO Mill. DKK	20	20	40	25	25

## VI. Risks and assumptions

The gap between the funding available and the needs in furthering creation and preservation of decent jobs represent a special risk for ILO as funding may dwindle due to zero growth in ILO's ordinary budget as well as present redirection of development funds due to the war in Ukraine. In addition, Member States or influential external partners could withdraw their support from the ILO as the political and fiscal capital that Governments invest in advancing decent work is under pressure from the economic and social consequences of COVID-19 and other crises.

<sup>4</sup> Up to 2 million DKK annually could be used for financing a Danish secondment to the ILO.

Failure to bring about a significantly stronger ILO field presence in support of development activities as recommended within the MOPAN assessment could follow as a consequence of zero-sum considerations in staffing policies.

Influential partners could potentially lose trust in the ILO's operating model, which would affect levels of political and financial support. The multilateral system is facing a new set of pressures. The changing economic and geopolitical landscape is shaping international economic, social and world of work agendas as well as international governance.

Protectionism, nationalism and concerns about the uneven effects of globalization are also encouraging countries to seek bilateral, rather than multilateral, solutions. Constituents and donors could modify their commitment to ILO risking a decrease in the achievement rate of agreed outcomes, or in the level of extra-budgetary contributions.

The reform of the UNDS, including the strengthening of the resident coordinator system and changes in funding, accountability and reporting systems, presents significant opportunities the ILO's normative mandate, tripartism, its country-level operations, and the integration of Decent Work Country Programme priorities into United Nations Sustainable Development Cooperation Frameworks (Cooperation Frameworks). Harnessing this potential, however requires capacity for engagement at country-level, an area in which ILO was found to be challenged (in the recent MOPAN). To mitigate this, our stocktaking of ILO's performance and delivery within the UNDS should take into consideration system-level reports of the ECOSOC Operational Activities for Development Segment.

There is a potential risk of ILO management information and data on impactful, lasting and sustainable results being insufficient or not convincing. The ILO has tried to mitigate this risk by introducing a new results framework in 2019 with results indicators at impact, outcome and output level.

ILO products could fail to explain clearly and persuasively difficult or potentially controversial analyses, or to promote effectively significant achievements. If key decision makers do not consult ILO products, or reject its advice, it would result in avoidable reputation damage and undermining the ILO's perceived relevance. The ILO publishes country comparisons and takes positions on socio-economic topics that some groups may find uncomfortable. The ILO needs to use a variety of tools to ensure that decision makers and influencers are alerted to new analyses, messages and guidance.

Projects or programmes could suffer from a significant act of fraud or corruption. Loss of confidence in ILO management affects engagement of strategic partnerships and flows of regular budget and extra-budgetary funds. Anti-fraud awareness is improving at the ILO, as the growth in referrals to the Office of Internal Audit and Oversight demonstrates. Nevertheless, continued vigilance is required.

Risks will be continuously monitored via ILOs own tools and through donor-coordination and yearly meetings between the UN Mission and the ILO.

## VII. Danish approach to engagement with the ILO

Denmark has several ways of monitoring progress and exerting its influence in the key priority areas for the RBSA contribution. To this end, the ILO will provide **annual reports and financial statements** in respect of the contribution.

### Regular policy dialogue with the ILO Secretariat in Geneva

As the **MOPAN assessment 2020-21** - where Denmark and Sweden acted as institutional leads - has recently been completed, no new assessment is expected in the near future, but dialogue with the organisation and with other partners can be qualified building on the recent report.

The ILO Secretariat intends to hold two **annual meetings with donors to the RBSA**, usually during the spring and autumn meetings of the Governing Body. For the purpose of these meetings, the Mission will team up with other donors that have a strong interest in ILO's work in Africa. The other RBSA donors at present are France, Belgium, Germany, Italy, Luxembourg, Netherlands, Norway, and Sweden. Denmark was in 2020-21 the biggest donor to RBSA.

Due to the upgrade of its partnership with ILO, the MFA during the strategy period 2020-22 re-instituted **bilateral annual consultations with ILO on development cooperation**. On the Danish side, the Danish UN Ambassador will lead the consultations with a delegation consisting of representatives from the Danish Ministry of Foreign Affairs and the Ministry of Employment. An important feature in the annual consultations will be to explore synergies and opportunities for further collaboration based on lessons learned by Danish MFA, including experiences from Danish cooperation with ILO at the country level.

As part of the policy dialogue, the Permanent Mission will also monitor ILO's implementation of its zero tolerance with **sexual harassment, anti-fraud - and anti-corruption** policy. In its policy dialogue with ILO, Denmark will give increased attention to **substantive partnerships between ILO and other international agencies**, in the UN and outside the UN as both areas within the MOPAN assessment (see section III above) are recommended further attention by the ILO. Also due attention will be given to the amount of cases of **financial irregularities**.

The regular policy dialogue is usually complemented by **informal meetings** between the Mission and the Secretariat, both the Partnerships and Field Support Department (PARDEV) and the line departments for the Danish key priority areas. PARDEV also undertakes visits to the MFA in Copenhagen to share information on ILOs cooperation with Denmark on development assistance.

Ahead of the annual consultation the Danish UN Mission intends to **consult the Danish Labour Market Consortium (LMC)** on potential items of interest to the LMC to be brought to the attention within the consultations with ILO.

A light touch **mid-term review** will be considered during the course of the strategy period depending on ILO's possible modification of its strategy.

### Policy work in the Governing Body and the ILC

Whenever issues of relevance for the strategy come up in the Governing Body (as mentioned above Denmark is expected to become a regular member from 2024) or the International Labour Conference, Denmark can work with the other Nordic countries, the EU and the IMEC group of western countries for a substantive outcome.

## **Separate contribution to ILO's Better Work Program**

As a partnership between the UN's International Labour Organization and the International Finance Corporation, Better Work brings diverse groups together – governments, global brands, factory owners, unions and workers – to **improve working conditions in the garment industry** and make the sector more competitive. Denmark has contributed to this programme since 2018 and foresees continued funding for the second phase of the programme which runs from 2022-2027.

## VIII. Annexes

### Annex 1: Results matrix

Denmark's Key Priority Areas	Key Indicators from ILO's Results Framework	Link to Danish Policy and relevant SDGs
<p><b>Key Priority Area no. 1</b> (Within ILO Policy Outcome 3)</p> <p><b>“Increasing capacity of African member states to formulate and implement policies for green jobs and gender-responsive national employment policies, including for youth”</b></p>	<p>Output 3.3. Increased capacity of Member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies</p> <p>Indicator 3.3.1. Number of Member States with policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work</p>	<p>SDG targets 1, 8 and 13</p> <p>The World We Share</p>
<p><b>Key Priority Area no. 2</b> (Within ILO Policy Outcomes 4 and 5)</p> <p><b>“Enhancing decent work in supply chains”</b></p>	<p>Output 4.2. Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability</p> <p>Indicator 4.2.1. Number of Member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability.</p> <p>Output 5.3. Increased capacity of Member States to design and deliver innovative, flexible and inclusive learning options, encompassing work-based learning and quality apprenticeships</p> <p>Indicator 5.3.1. Number of Member States that have applied ILO approaches to work based learning and quality apprenticeships</p> <p>Indicator 5.3.3. Number of Member States with inclusive skills recognition mechanisms</p>	<p>SDG targets 8 and 12</p> <p>The World We Share</p>

<p><b>Key Priority Area no. 3</b> (Within ILO Policy Outcome 7)</p> <p><b>“Increasing capacity of African member States to ensure respect for, promote and realize fundamental principles and rights at work, including for migrant workers”</b></p>	<p>Output 7.1. Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work</p> <p>Indicator 7.1.3. Number of Member States with newly adopted or updated strategies and action plans to tackle child labour in all its forms</p> <p>Output 7.5. Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers</p> <p>Indicator 7.5.1. Number of Member States with labour migration frameworks or institutional mechanisms to protect the labour rights of migrant workers and promote coherence with employment, skills, social protection and other relevant policies.</p>	<p>SDG targets 8</p> <p>The World We Share</p>
<p><b>Key Priority Area no. 4</b></p> <p><b>“Continuously enhance organisational effectiveness curbing corruption, contributing to UN reform, and ensuring protection from sexual exploitation and abuse”</b></p>	<p>Indicators:</p> <p>No. of partnerships with UN entities, IFIs and multilateral institutions or coalitions established or renewed</p> <p>Share of un-earmarked (RBSA) or softly earmarked resources as a percentage of total voluntary contributions</p>	<p>The World We Share</p>

## Annex 2: Historic Danish Development Assistance Partnering with ILO

Name	Objective	Period	Unit	Amount (DKK)
<b>ILO Better Work 2014-2016</b>	Support for Better Work Strategic Phase III "Improving the lives of millions of workers 2013-16". Special Danish priorities are (1) new Better Work Programme in Bangladesh and (2) development of an environment component in the Better Work Programme.	2014-2016	FN-Geneve	14.988.216,27
<b>ILO RBSA</b>	Support for RBSA in line with ILO four strategic objectives: 1. Promotion and realization of standards, fundamental principles and rights at work; 2. Creating equal opportunities for women and men for decent work and income; 3. Social security for all, and 4. Strengthening tripartite bargaining and social dialogue.	2010-2022	FN-Geneve	243.000.000,00
<b>Secondment of Knowledge sharing officer to Kyiv, Ukraine</b>	Secondment of Knowledge sharing officer to Kyiv, Ukraine	2020-2021	EUN	2.440.895,19
<b>ILO Better Work 2018-22</b>	A global garment industry that lifts millions of people out of poverty by providing decent work, empowering women, driving business competitiveness and inclusive economic growth.	2018-2022	GDK	20.000.000,00
<b>Inclusive Labour Markets for Job Creation in Ukraine (ILO)</b>	Improved employment opportunities for young people, women, and other individuals at risk of labour market exclusion in the target areas.	2017-2024	EUN	54.000.000,00
<b>Inclusive Labour Markets for Job Creation in Georgia (ILO)</b>	he objective of the cooperation between the Danish Neighbourhood Programme and ILO is to ensure that necessary labour market institutions are established and have the capacity to develop legislative and policy frameworks as well as deliver services, which will lead to a well-functioning labour market that generates decent work opportunities within an enabling environment for sustainable enterprises.	2017-2021	EUN	28.000.000,00
<b>Thematic Programme Governance and Rights/MSPVAW-Extended support for Rohingya</b>	To address violence against women issues for the Rohingya's in Cox's Bazar. To contribute promoting rule of law, accountability & rights for poor and vulnerable people. This will be done in partnership with duty bearers, right-based NGOs, watchdogs and international organisations.	2016-2021	Dhaka-Amb.	21.000.000,00
<b>Promotion of workplace cooperation in the readymade garments (RMG)</b>	The envisaged project aims to further the work of the ILO Bangladesh led projects on Fundamental Principles and Rights at Work to ensure and sustain harmonious industrial relations in Bangladesh. The focus will be to work in areas of workplace cooperation, building the trust and mutual gains for both workers and employers and that of effective dispute resolutions within the RMG sector.	2014-2015	Dhaka-Amb.	2.143.576,28
<b>Building sound industrial relations for sustainable Development and competitiveness</b>	The project targets to reinforce harmonious labour relations through social dialogue and improve implementation of labour legislation and ratified conventions for better industrial relations and working conditions.	2014-2017	Addis Ababa-Amb.	4.421.088,16
<b>Decent Jobs for Tunisia's Young People (ILO)</b>	The objective is that young women and men in the targeted governorates of Tunisia have access to more decent work opportunities, to be pursued through two outcomes: 1. Labour market institutions and the social partners design and deliver relevant policies and services for youth employment; 2. Vulnerability of youth in the labour market is reduced through employability and job creation programmes in three targeted governorates (Beja, Jendouba and Siliiana).	2014-2017	MENA	16.274.140,11
<b>ILO Advisors</b>	ILO Advisors	1998-2017	MUS	56.835.424,80
<b>(ICJ)/ILO/IHRB and DIHR) Programme on Responsible Business in Myanmar</b>	Inclusive economic growth to be accompanied by responsible business practices in Myanmar	2014-2017	Yangon-Amb.	8.092.690,43



<b>UNNATI-Inclusive Growth Programme in Nepal</b>	UNNATI comp. 3.2 Advocacy Fund. The key priority in the programme is to strengthen inclusive market based growth to reduce poverty and raise living standards. The programme will target commercialisation of agricultural products and upgrade rural infrastructure in Eastern Nepal. Also addressing the framework for inclusive growth at political levels will be key to facilitating sustainable, inclusive growth. 400 million DKK have been allocated for a five-year period commencing January 2014.	2013-2018	FRU	17.791.852,15
<b>Towards achieving the elimination of the worst forms of child labour as priority</b>		2013-2016	Kathmandu	3.013.324,97
<b>Decent Jobs for Egypt's Young People (Qalyoubia and Menoufia) (ILO)</b>	Projektets overordnede formål er at få unge kvinder og mænd og marginaliserede grupper i arbejde i to egyptiske governorater i ordentlige jobs og at skabe flere reelle arbejdstilbud.	2012-2013	MENA	9.200.429,30
<b>Regional Human Rights program in Central America (PRO-DERECHOS)</b>	Improved respect, protection and defence of human rights, especially for indigenous peoples, women and human rights defenders in Central America, with emphasis in Guatemala, Honduras and Nicaragua.	2012-2016	FRU	4.977.359,32
<b>Building Capacities on Indigenous and Tribal Peoples Issues In Bangladesh : Rights and Good Practices</b>	The project objectives were to promote the rights of indigenous peoples in Bangladesh through capacity building and advocacy initiatives based primarily on the principles of ILO Conventions and other instruments relevant to Indigenous and Tribal Peoples. The project aimed at providing assistance at the national level to ensure the integration of indigenous peoples' rights in the national legal and policy environment, in line with the relevant national and international standards and policies.	2011-2014	Dhaka-Amb.	3.409.309,77
<b>Occupational Safety and Health, ILO</b>	Occupational Safety and Health, ILO	1998-2001	Kathmandu	2.910.972,10
<b>Skills for Youth Employment and Rural Development in Western and Southern Africa (ILO)</b>	The Skills programme is a Africa Commission initiative to strengthen the technical and vocational education in Africa. Helping young African women and men to find productive and gainful employment the programme is implemented in Benin, Burkina Faso and Zimbabwe with a vision later spread to other African countries with funding from other bilateral and international donors. As implementing organization ILO brings its extensive experience in the development of technical and vocational education in developing countries.	2010-2014	Geneve-FN-Missionen	84.428.177,01
<b>Young Entrepreneurship Facility - Unleashing African Entrepreneurship (ILO)</b>	The Young Entrepreneurship Facility was initiated by the Danish Government's so-called Africa Commission in 2009. The purpose is through the application and interconnection of already known and proven methods of intervention to activate and stimulate entrepreneurship among young Africans, so that these increasingly becoming a dynamic factor in the socio-economic development through the creation of decent work both by self-employed and by increased demand for labour.	2010-2014	Geneve-FN-Missionen	117.103.462,19
<b>Denmark/ILO Project Cooperation Agreement</b>	FNs Internationale Arbejdsorganisation, ILO, har til formål at forbedre de globale arbejds- og levevilkår. ILO arbejder under konceptet: Anstændigt Arbejde (Decent Work) for alle. Organisations arbejde er struktureret omkring fire strategiske målsætninger: 1. Fremme og realisering af standarder, fundamentale principper og rettigheder i arbejdet; 2. skabelse af muligheder for kvinder og mænd for anstændigt arbejde og indkomst; 3. social sikring for alle, og 4. styrkelse af trepartsforhandlinger og social dialog.	2008-2009	Geneve-FN-Missionen	56.637.479,00
<b>Inclusion of indigenous peoples in PRSPs - 2006</b>		2006	Geneve-FN-Missionen	947.458,03

<b>Support to the Peace Process in Nepal - phase 1</b>	I overensstemmelse med den danske interim strategi for bistandssamarbejdet med Nepal 2006-10, hvor direkte dansk støtte til fredsprocessen er en central del af indsatsen, påbegyndtes første fase af Danmarks fredsprogram i 2007. Bevillingens formål var at bidrage til forankring og fremdrift i fredsprocessen i Nepal og derigennem medvirke til at fremme demokrati, lighed og udvikling.	2008-2010	Kathmandu	3.099.140,72
<b>ILO General Income Account</b>	FN's Internationale Arbejdsorganisation, ILO, har til formål at forbedre de globale arbejds- og levevilkår gennem vedtagelse af internationale konventioner og anbefalinger, som fastsætter minimumskrav vedrørende løn, arbejdstid, ansættelsesvilkår og social sikkerhed. ILO's overordnede mål er at fremme "anstændigt arbejde" ("Decent Work"), hvilket styrer såvel ILO's generelle som bistandsmæssige aktiviteter.	2000-2007	Geneve-FN-Missionen	227.471.670,23
<b>Productive Sector (ILO)/Somalia 2006-08</b>	Productive Sector (ILO)/Somalia 2006-09	2006-2008	Nairobi-Amb.	5.308.450,15
<b>Støtte til ILO's arbejde med oprindelige folk</b>	Støtte til ILO's arbejde med oprindelige folk	1998-2000	UGS	7.660.090,21
<b>Somalia akt 105 ILO training road sector</b>	Somalia akt 105 ILO training road sector	2003	Nairobi-Amb.	381.454,32
<b>Support to the implementation of Nepal's National Master Plan on the Elimination of Child Labour</b>	Support to the implementation of Nepal's National Master Plan on the Elimination of Child Labour	2011-2012	Kathmandu	1.335.123,27
<b>MICRO GRANT EVALUATI 38752</b>	MICRO GRANT EVALUATI 38752	1998-2002	UFT	553.103,43
<b>Fremme af ILO-konvention 169 om oprindelige folk 47633</b>	Fremme af ILO-konvention 169 om oprindelige folk 47633	2000-2003	Geneve-FN-Missionen	9.000.000,00
<b>Frame Agreement for Danish Development Assistance to Sri Lanka</b>	ILO/4R Sri Lanka 2004-2006	2004-2006	HCP	3.852.479,93
<b>Total</b>				<b>1.030.277.367,34</b>