



THIRD ITEM ON THE AGENDA

**The Committee on Technical
Cooperation: Modalities for
improved functioning**

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Introduction

1. At the 285th Session (November 2002) of the Governing Body, the IMEC group presented a discussion paper on improving the functioning of the Committee on Technical Cooperation (TC) to the officers of the Committee. Subsequently, in November 2004, the Officers requested the Office to circulate the paper among members of the Committee and to request the views of the Employers' and Workers' groups as well as from Governments through their regional coordinators. The contributions received from IMEC and from the Employers' and Workers' groups are submitted to the Committee as appendices to this paper.¹
2. Without pre-empting additional views that may arise in the discussions of the Committee, this paper outlines the main issues addressed by the three groups and is expected to facilitate discussions and provide a basis for the Committee to: (1) agree on the specific changes to be introduced in the functioning of the Committee and their order of priority; (2) indicate the measures that should be implemented immediately and over time, taking into consideration their feasibility and resource implications; and (3) identify the changes that would require consideration in the broader context of the rules and procedures governing the functioning of the Governing Body and its committees.
3. Proposals from the groups focused on measures to enhance the role and effectiveness of the Committee, to improve the organization of its work, and to rationalize its working methods in order to enable it to fulfil its mission and play its role to the full. The various contributions provided specific suggestions as to concrete ways in which this could be best achieved. The issues have been categorized under three major sections, namely:
 - I. The role of the Committee in technical cooperation;
 - II. Agenda setting: Subjects and issues to be addressed by the Committee; and
 - III. Organization and conduct of meetings.

I. The role of the Committee in technical cooperation

4. The current mandate of the Committee is to consider and advise the Governing Body on matters relating to ILO technical cooperation programmes under all sources of funding and in particular to undertake the following tasks:
 - (a) review the technical cooperation programme and the evaluation of selected programmes and projects;
 - (b) recommend priorities and provide guidance for technical cooperation activities;
 - (c) promote the active participation of employers' and workers' organizations in the preparation, implementation and evaluation of technical cooperation programmes and projects;

¹ Government members and regional coordinators had been requested to provide their written comments and although their inputs have not been received, they might wish to provide the same during the meeting of the Committee.

- (d) examine actions to be taken on ILC decisions concerning technical cooperation matters;
 - (e) monitor the technical cooperation activities in the different regions, including the work of the subregional offices; and
 - (f) consider developments in the United Nations system affecting the ILO's technical cooperation activities, and the ILO's relations with other international organizations in the technical cooperation field.
5. Views and recommendations reaffirmed the importance of technical cooperation in ILO action and recalled the role of the Committee within that framework:
- (i) In accordance with the resolution concerning the role of the ILO in technical cooperation adopted at the ILC in 1999, the ILO renewed its commitment to technical cooperation as a fundamental means of action to achieve its mission and realize its objectives.
 - (ii) Technical cooperation has the very important role of translating policies of the organization into action and thereby provides the main means of achieving the four strategic objectives of the ILO.
 - (iii) The work of the TC therefore should be geared towards the provision of policy guidance to the Office with respect to the above and making sure that such guidance was followed.
 - (iv) The work of the Committee should be well organized in order to provide direction and support to the Office on issues related to the ILO's technical cooperation strategy and implementation, and particularly those giving effect to the decisions taken by the Conference and the Governing Body.

II. Agenda setting: Subjects and issues to be covered by the Committee

6. The practice of the Committee is that agenda items are proposed by the secretariat and the officers of the Committee. While topics emanating from decisions and discussions at the Conference and the Governing Body, and other topical issues are considered for inclusion, a number of standing items appear on the agenda. The latter includes an annual report on technical cooperation for the November session and a thematic evaluation for the March session. In March, the Committee discusses the report of the IPEC Steering Committee. In November, the Committee has before it proposals for the plans of action regarding fundamental principles and rights at work, arising from the Conference discussion on the global report on one of these four categories of rights. In all cases, the agenda items are approved by the officers of the TC in the first place and subsequently by the Officers of the Governing Body who, on occasion, have introduced additional items.
7. A number of specific proposals were made concerning subjects and issues that should be covered by the work of the Committee, and priority concerns that should be taken into account when addressing them:
- (a) Follow-up to ILC conclusions and resolutions:
 - (i) ensuring that policy debate in the ILC is translated into the operational work of the Office; and

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- (ii) monitoring the technical cooperation responses to that effect.
 - (b) Giving effect to decent work at country level, in particular as regards:
 - (i) integration of technical cooperation into decent work country programmes;
 - (ii) the nature of the assistance being provided and the contribution of technical cooperation in assisting countries to develop their own policies and their implementation;
 - (iii) the level and most effective ways of working with the social partners; and
 - (iv) the integration of ILO activities in national decent work plans into wider United Nations and international development assistance frameworks and national policies such as UNDAF and PRSPs.
 - (c) Strengthening tripartism and the involvement of the social partners in technical cooperation:
 - (i) as beneficiaries and active partners of technical cooperation programmes;
 - (ii) in ensuring that the needs of constituents are effectively addressed;
 - (iii) in contributing their knowledge and experience to technical cooperation activities and their evaluation; and
 - (iv) improving working methods with employers and workers throughout the Office;
 - (d) Resource mobilization:
 - (i) resource mobilization strategy, particularly with regard to extra-budgetary resources; and
 - (ii) relations with donors.
 - (e) Effectiveness and impact of technical cooperation:
 - (i) role of headquarters and field in the implementation of technical cooperation and implications on the quality of services rendered; and
 - (ii) impact of technical cooperation on the implementation of the ILO's four strategic objectives, including targets for countries and regions.
 - (f) Evaluation of technical cooperation programmes and projects:
 - (i) comprehensive presentations of reporting, monitoring and evaluation activities;
 - (ii) involvement of relevant departments in thematic evaluations;
 - (iii) making use of governments, employers' and workers' expertise in the evaluation work of the ILO;
 - (iv) development of evaluation methodologies and terms of reference;
 - (v) organization of independent evaluations;
 - (vi) evaluation information to be made available to the Committee; and

(vii) collection and dissemination of evaluation information (workshops, database, web site, etc.).

8. The Committee may wish to discuss the range of items that it should keep on its agenda portfolio and agree on those that it would wish to retain as priority and those that could be chosen from time-to-time on a selective basis. Discussions of the Committee would guide the Office in proposing agenda items for each session and in preparing the work for meaningful discussions as requested by the Committee.

III. Organization and conduct of meetings

(a) Documentation and reports for the Committee

9. Contributions highlighted the importance of quality and timely reports as the basis for an effective work of the Committee. Suggestions pointed to:

- (i) reports submitted to the Committee to be informative and analytical, emphasizing concrete results and project outcomes as well as obstacles encountered;
- (ii) providing more information on what is done at country and regional level;
- (iii) documents to be geared to facilitating debates on improvement in technical cooperation programmes and projects;
- (iv) including points for decision that might be proposed by the Office or by the various groups that make up the Committee.

(b) More interactive sessions

10. All groups agreed on the benefit of organizing interactive discussions that could enrich the discussions with in depth first hand experience. In this regard, suggestions included:

- (i) briefings and interactive panel discussions with regional directors, regional and country staff, as well as beneficiaries of projects;
- (ii) focused thematic dialogue with relevant departments;
- (iii) responsible departments reporting and answering questions during presentation of thematic evaluations.

(c) Timing and participation

11. Considering the wide scope of issues to be dealt with by the Committee and the need to make the best use of time for substantive debates, several suggestions were made as to:

- (i) improving the presentations of the reports;
- (ii) rationalizing the interventions and the allocation of speaking time;
- (iii) the allocation of time for the sessions of the Committee; and
- (iv) management of time for the different agenda items.

(d) Coordination amongst committees

12. Considering that technical cooperation is a fundamental means of realizing the mission of the ILO and achieving its objectives, it was suggested that the Committee should benefit from the views, ideas and decisions from other committees of the Governing Body relevant to its work and that this could be facilitated by arranging for consultations between the TC and other committees of the Governing Body.
13. In considering new modalities for the organization and conduct of its meetings and in particular to the time allocated to its session and to the consultations with other committees, the Committee should bear in mind the constraints imposed by the availability of time and resources, as well as by the current rules and decisions of the Governing Body applicable to the functioning of the Governing Body and of its committees. Accordingly, the TC is being allocated no more than one full day with the possibility of extended evening sessions when required.
14. *The Committee on Technical Cooperation (TC) may wish to invite the Governing Body to:*
 - (a) *endorse the proposed modalities for improved functioning of the TC as recommended by the Committee meeting;*
 - (b) *request the Director-General to instruct the secretariat to make the necessary arrangements to implement the agreed modalities in accordance with the priorities indicated by the Committee taking account of their feasibility and resource implications; and*
 - (c) *consider in its future deliberations on “The functioning of decision-making bodies: the Governing Body”, any proposals concerning the functioning of the TC affecting modalities governed by rules and decisions established by the Governing Body for the functioning of its committees.*

Geneva, 18 February 2005.

Point for decision: Paragraph 14.

Appendix 1

IMEC discussion paper

The *Committee on Technical Cooperation (TC)* considers, and advises the Governing Body on, matters relating to ILO technical cooperation programmes under all sources of funding, and in particular:

- reviews the ILO's technical cooperation programme and evaluates selected projects;
- recommends priorities and provides guidance for the ILO's technical cooperation activities;
- promotes the active participation of employers' and workers' organizations in the preparation, implementation and evaluation of technical cooperation programmes and projects;
- examines action to be taken on Conference decisions concerning technical cooperation matters;
- monitors ILO technical cooperation activities in the different regions, including the work of the regional multidisciplinary teams; and
- considers developments in the United Nations system affecting the ILO's technical cooperation activities, and the ILO's relations with other international organizations in the technical cooperation field.

Having that in mind, during the meeting of the TC, IMEC stressed the importance of organizing the TC work in order to give the best support and direction to the secretariat for developing the technical cooperation strategy. We suggested that the next TC agenda should include a specific item on improving the Committee's working methods.

We indicated in the following seven points the areas to address:

- (1) a more interactive discussion within the TC;
- (2) more information on what is done at country and regional level;
- (3) attention to the integration of ILO activities into national decent work plans that fit into wider United Nations assistance frameworks and national policies such as PRSPs;
- (4) an assessment of the real impact of technical cooperation activities performed by the ILO on the implementation of the four strategic objectives;
- (5) focus on particular items including better information on recent technical cooperation project implementation and outcomes;
- (6) involvement of regional directors in the debates taking place in the TC, supported by members of the regional and country staff particularly involved in some specific activities or countries; and
- (7) comprehensive presentation of the reporting, monitoring and evaluation activities performed by the ILO, relevant to the discussion

We will try to envisage how this could be translated into practical arrangements for the work of the TC.

- (1) The TC should be open to interventions by every member and to any member of the secretariat who could contribute to the debate. The secretariat should introduce each item, explaining the questions to be answered during the debate. Workers' and employers' spokespersons could limit their first intervention to no more than ten minutes, as they have the possibility of taking the floor again during the debate. The other interventions should not exceed five minutes in order to facilitate dialogue.
- (2) The document on the technical cooperation programme for the biennium should contain more information on the various projects described especially in terms of concrete results and project outcomes as well as on the obstacles encountered. Members of the Committee could

contribute by reporting the data in his possession and checking why they were not included in the document.

- (3) Since the ILO is expected to strengthen country-level perspective, we think that special attention should be given to how the technical cooperation projects fit into the decent work country programmes. The TC should devote more time to analysis of the decent work country programmes and workers and employers should be able to verify if those programmes are taking into account the needs and the possible contribution of the social partners. Representatives of the social partners and member States should be allowed to offer contributions even if they are not members of the TC.
- (4) The documents should contain more data on the real impact of technical cooperation projects on the implementation of the ILO's four strategic objectives, and be discussed having a clear idea of the targets established for each strategic objective for each country and/or region.
- (5) The thematic evaluation, which normally takes place in March, is a good step in this direction. Stronger collaboration with all the departments concerned would be welcomed.
- (6) Regular briefings of the TC by regional directors and regional and country staff could greatly enhance the work of the TC. Field staff can share with TC members an inside view of the technical cooperation projects and of key issues in their regions, and they could very usefully complement information given by the secretariat and included in the reports as well as answer questions coming from TC members. The format for such briefings could vary somewhat from one session to the next; some possibilities might include:
 - an interactive discussion of TC members with a panel, comprising regional directors (and possibly MDT representatives) on a particular theme;
 - a briefing by a panel of regional directors (and possibly MDT representatives) on substantive issues and challenges of key importance in their particular regions and projects aimed at addressing those issues, with the possibility of an interactive dialogue between the panel and TC members.

(6bis) Other useful exchanges might include an interactive discussion with the ILO's International Policy Group on what specifically it is doing to promote the integration of the Decent Work Agenda priorities into the social and economic development strategies of other international organizations, and how ILO technical cooperation can assist in these efforts.

- (7) Within the ILO evaluation framework, governments and employers' and workers' organizations are invited to make available their expertise to help with the further development of evaluation methodologies, and to provide independent evaluators for specific evaluations. We consider that evaluation of major programmes and projects should, where possible, be realized by professionals appointed on an independent basis. The terms of reference for each evaluation should be established by the stakeholders, donors, Governing Body or other interested parties. All relevant data coming from reporting, monitoring and evaluation activities concerning an item under discussion or regarding a country or a region on which the discussion is focusing should be made available to the TC. In this respect, the establishment of an evaluation and monitoring database and web site is welcomed.

Donors monitoring activities are already developed by the ILO, and the results of these monitoring and evaluation activities should be brought to the attention of the TC in a comprehensive document.

Appendix 2

Employers' position: Improving the work of the Committee on Technical Cooperation

Background

In November last year, the IMEC group presented a number of suggestions to the Committee on Technical Cooperation (TC) that they wanted adopted in order to improve the work of the Committee. Most of the suggestions are aimed at making the Committee deliberations more interactive and meaningful. The views expressed in this paper are those of the Employers' group that were raised during the Employers' group meeting held in November last year.

We would like to express our gratitude to the IMEC group for their contribution aimed at enhancing the work of the TC of the Governing Body.

We, as a group, have met a number of times to deliberate on the issue and have come up with a number of conclusions that we feel should be taken into account when making any changes to the work of the Committee.

The Employers' group considers technical cooperation as the main means of achieving the four strategic objectives of the ILO. It is a very important way of translating the policies of the organization into action. The work of the TC should therefore be geared towards the provision of policy guidance to the Office and making sure that the policy guidance is taken on board by the Office and put into practice. This can only be done effectively if the TC is able to verify whether technical cooperation activities implemented by the Office are meeting constituents' needs and whether they are implementing what we have adopted as the policy framework of the organization. The TC should be able to verify whether regular or extra –budgetary funded programmes are delivering on the constituents' needs and giving effect to the decisions taken by the ILC.

The Employers' group considers technical cooperation as the main means of achieving the four strategic objectives of the ILO. It is a very important way of translating the policies of the organization into action.

Moreover, the Committee should be able to look at whether the existing methods of ascertaining the constituents needs are adequate, whether they need to be improved, and if so how.

Making the TC work more effectively

The Employers' group supports the idea of making the thematic evaluations more meaningful. A more concrete discussion could periodically take place on particular aspects of the strategic and operational objectives. Each year at one session, a department could be asked to report on, and be present to answer questions on a particular theme and programme.

The Employers' group supports the idea of making the thematic evaluations more meaningful. A more concrete discussion could periodically take place on particular aspects of the strategic and operational objectives.

An example would be to request the Office to prepare for a discussion in March or November on the technical cooperation activities in relation to the ILO Declaration. The Office would be required to give an account of the available resources, their origin and the amount expended in promoting the Declaration. The department should be able to provide information on the nature of the programmes it has conducted to give effect to the outcome of the Governing Body and Conference debates and on the follow-up to the Declaration. The information provided should include the types of assistance provided to ILO constituents. We say this because some employers' organizations are still not sufficiently identified with the ILO Declaration and its programmes nor involved with its follow-up procedures. The Declaration was in its origin an Employers' initiative to restore the ILO's credibility and there is concern that they are now being left out of the picture.

Technical cooperation programmes for the social partners

The Employers' group feels that technical cooperation assistance should first and foremost be directed to the social partners as reaffirmed by the 2002 ILC resolution on tripartism and social dialogue. These are, after all, the ILO constituents and are best placed to put into action the four strategic objectives. The TC should therefore have a session with the Office to ascertain to what extent it is working with the constituents. We could therefore have a session during which the Office provides information on to what extent other ILO departments other than ACT/EMP and ACTRAV have worked with employers' and workers' organizations through specific programmes that take into account their priorities, and not merely with them in tripartite seminars. If this is the case, the department concerned should provide details on the main thrust of such programmes; how much of resources have been spent on activities exclusively with the organizations, their names, and who was consulted in the design of the programmes.

The Employers' group feels that technical cooperation assistance should first and foremost be directed to the social partners.

A similar approach can be taken in relation to other strategic objectives.

Giving effect to decent work

There is no doubt that the concept of "decent work" has been the driving force of ILO work during the past years. However, decent work should in the long run pave the way for a more pragmatic approach to opportunities for generating sustainable employment. As has been stated a number of times, the Employers' vision is to look for ways in which the ILO can help create an environment conducive to business and enterprise creation. It is only through successful businesses that the ILO objectives can be successfully attained (i.e. employment creation and promotion of higher labour standards). Since employment is of paramount interest to employers and many governments, it would be of value for the TC to promote a discussion on, for example:

- Whether the ILO has assisted countries to develop their own employment policies.
- If so, which countries and what guidelines/suggestions/ideas were provided?
- If so, did the Office work with the social partners and or suggest to the governments that it should do so?
- What form did the technical cooperation provided take, e.g. policy advice and to whom?

These inquiries will reveal to the Committee and to the Employers' group what type of assistance (theoretical, practical rights-based) is being provided to member States on employment policy.

Decent work should in the long run pave the way for a more pragmatic approach to opportunities for generating sustainable employment.

With regard to decent work teams, the Office should be able to tell us what efforts are being made to assist governments in putting in place the conditions necessary to create decent jobs. What efforts are being made to ensure that the business environment is conducive for enterprise creation, to promote productivity and competitiveness?

What is being done to ensure that national policies create an enabling environment for growth and development and are promoting entrepreneurship? We would also like the Office, in putting together the decent work teams in the field, to tell us whether they are working with the social partners.

Giving effect to ILC conclusions and resolutions

There are a number of conclusions arrived at and mandates given by the ILC requiring ILO follow-up. An example is the discussion on the informal economy at the 2002 ILC. One role the TC can play is to monitor whether the Office's response in the area of technical cooperation matches what the ILC called for. In the case of the informal economy, there is a real danger that the Office

may focus only on one aspect of the conclusions, e.g. international labour standards and social protection, without assisting member States to address some of the other important conclusions, namely the problems which result to informality and how to overcome them, which is necessary to enable international labour standards, social protection etc. to be realized in practical terms. This appears to be already happening in sector 4 in a “rights”-oriented programme.

The TC should monitor whether the Office's response in the area of technical cooperation match what the ILC called for. There should be a way of ensuring that policy debate in the ILC is translated into the operational work of the Office.

Resource mobilization

The TC should be given a clear picture by the Office of its resource mobilization strategy, particularly with regard to extra-budgetary resources. Clear answers need to be provided on who can approach donors and how. The Employers' group must be assured that its needs are not ignored. The Committee needs to be told how the ILO meets and reconciles its priorities with those of the donors. It appears that there is a shift among donors towards a “rights-based approach” to development and the ILO needs to take urgent steps to mobilize resources for development through other means such as employment generation.

The TC should be kept aware of the Office's resource mobilization strategy with regard to extra-budgetary resources.

The employment department should be given more support in the ILO's resource mobilization efforts for without employment, it is hard to have worker rights.

In the area of social protection, the Employers' group would like to see greater support for the HIV/AIDS and the World of Work programme. Particular attention needs to be given to the provision of capacity building support to employers' organizations so that they can effectively assist enterprises in HIV prevention and provision of care and support for infected employees.

Relations with ACT/EMP

The other ILO departments need to consult ACT/EMP before initiating projects that are of interest to employers. This would ensure that the views of employers are brought on board before the projects are started. Efforts should also be made to involve a broader range of employers, who are dedicated to working in or through the ILO to accomplish various initiatives.

All ILO departments need to consult ACT/EMP before initiating projects that are of interest to employers.

Tripartism

The ILO should, in no case, depart from the principle of tripartism when implementing technical cooperation activities. Perhaps we could have an interactive session between Committee members and the regional directors on what measures they have instituted to make sure that they are addressing the needs of the tripartite constituents. We say this because there are reports of the Office working with other actors like NGOs at the expense of the social partners.

The ILO should in no case depart from the principle of tripartism when implementing technical cooperation activities.

Decentralization

We do support the ongoing decentralization efforts by the ILO as this will bring it closer to its constituents. We, however, would like to caution that this should not be at the expense of the headquarters' ability to deliver. We do not wish to see ILO professionals attached to different regions who become isolated from the mainstream of ILO activities without any synergy as to the nature of activities taking place elsewhere. This ultimately will become a regional approach rather than a concerted international one which the ILO should in all cases represent. We therefore would

like to have a question-and-answer session with the Office focusing on efforts being made to ensure that there is a pool of experts at the headquarters to coordinate the work of different regions and to keep track of work being done in different regions so as to disseminate information and experience worldwide.

Decentralization should not be at the expense of the headquarters' ability to deliver.

Particular attention should be paid to coordination between headquarters and the regional offices. The Office needs to make sure that officers in the field report to the appropriate department at headquarters.

Appendix 3

Workers' group of the Committee on Technical Cooperation of the Governing Body of the ILO: Proposal concerning the working methods of the Committee

Introduction

The mandate of the Committee on Technical Cooperation (TC) of the Governing Body of the ILO is enshrined in the Declaration of Philadelphia, which is an integral part of the ILO Constitution. In particular, it affirms that “the war against want requires to be carried on with unrelenting vigour within each nation, and by continuous and concerted international effort in which the representatives of workers and employers, enjoying equal status with those of governments, join with them in free discussion and democratic decision with a view to the promotion of the common welfare”.

The TC derives its legitimacy and relevance from the resolution concerning the role of the ILO in technical cooperation adopted by the International Labour Conference in 1999, in which the ILO reaffirms its commitment to technical cooperation and considers it a fundamental means of action to achieve its mission and realize its objectives.

The TC is charged with considering matters relating to technical cooperation programmes under all sources of funding and to advise the Governing Body on them. In particular, it:

- reviews the ILO's technical cooperation programme and evaluates selected projects;
- recommends priorities and provides guidance for the ILO's technical cooperation activities;
- promotes the active participation of employers' and worker's organizations in the preparation, implementation and evaluation of technical cooperation programmes and projects;
- examines action to be taken on Conference decisions concerning technical cooperation matters;
- monitors ILO technical cooperation activities in the different regions; and
- considers developments in the United Nations system affecting the ILO's technical cooperation activities, and the ILO's relations with other international organizations in the technical cooperation field.

In view of the above, the TC must play its role to the full in order to allow the Governing Body to fulfil its mission as the leadership body of the Organization between the two sessions of the International Labour Conference and to take appropriate decisions, as well as to provide the Officers with wise and carefully considered advice on the directions to take. For this reason, the Committee must update, rationalize and consolidate its working methods in terms of its debating and decision-making processes (agendas, documents, conduct of meetings).

Agenda

The points to be raised on the agenda of the Committee's sessions are proposed by the ILO or by the Officers of the Committee, following guidance received from the International Labour Conference or the Governing Body. They must be agreed by all the Officers of the Committee at a formal meeting arranged by the ILO. The items of the report on the technical cooperation programme and the thematic evaluation report are automatically included on the agenda of the November and March sessions, respectively.

Duration and timing of meetings

In view of the importance of the items on the agenda, the Committee must have sufficient time (one and a half days) to be able to consider those items in detail. The point has been raised on

several occasions that the meetings of the TC are held at the same time as the meetings of the other committees, limiting the ability of a number of delegates to participate. It would be advisable to strive to ensure that the meetings of the TC were not held at the same time as meetings of other committees, and especially of committees whose membership includes people who are also members of this Committee.

Content of documents

Documents to be examined by the Committee must be composed in such a way as to contain information relevant to the desired aim as regards improvement in technical cooperation programmes and projects and the achievement of positive outcomes. They should be clear and precise and should contain a section dealing with follow-up of previously made decisions. Reports on the technical cooperation programme should include a special section dealing in broad terms with the impact of the technical cooperation programme on its beneficiaries in terms of positive changes. Documents submitted for information must be written in such a way as to allow the Committee to carry out its role of providing guidance.

As far as possible, the documents should include points calling for a decision that might be proposed by the Officers or by the various groups that make up the Commission.

Conduct of meetings

More interactive discussion within the TC. The work of the Committee could be made more interactive if the secretariat were to improve the presentation of each item on the agenda, and by allowing flexibility in the allocation of speaking time, enhancing the content of documents and making it possible for anyone active in the area of technical cooperation to take the floor.

The presentation of individual items on the agenda has always been made by the representative of the Director-General. There is good reason to improve both the content and the form of presentation for important documents, such as the thematic evaluation report and the report on the technical cooperation programme, by highlighting the various elements – in particular, the outcomes, lessons learnt, difficulties encountered and action for the future, to allow the Committee to debate them.

Flexibility in the allocation of speaking time for the spokespersons of the Workers' and Employers' groups and for other speakers would facilitate an appreciation of the complexity and the importance of the documents in question. The Officers of the Committee should make its time-management decisions depending on the subject under study.

Participation in Committee debates by regional directors and representatives of direct and indirect beneficiaries of technical cooperation programmes and projects. Interactive briefing meetings would enable the presentation of varied, reliable and relevant information on the impact of technical cooperation programmes and projects and on obstacles encountered in their implementation. They could also serve as a learning forum to assist all who are involved in technical cooperation in improving their work.

Besides interactive meetings, new tools and methods for evaluation should be used to reach beneficiaries and hear their opinions. For instance, it might be advisable to use a questionnaire, create an interactive web site, step up the *in situ* evaluations carried out by Committee members, hold project follow-up meetings and workshops in the relevant countries, to be attended by all those involved, including beneficiaries' representatives.

Furthermore, the Committee could make good use of the evaluation reports in implementing the decision of the 291st Session of the Governing Body, in which the Office is requested to "ensure that independent evaluations are carried out" (GB.291/13). Independent evaluations would enable the Committee to obtain a detailed and objective analysis of the impact of the projects.

Coordination

Technical cooperation is a fundamental means of realizing the mission and achieving the objectives of the ILO. As such, there must be coordination of all those involved in it. For this reason, consultation between the TC and other Governing Body committees (Programme, Financial and Administrative; Employment and Social Policy; Freedom of Association; Legal Issues and

International Labour Standards; Sectoral and Technical Meetings and Related Issues; the Subcommittee on Multinational Enterprises) is essential in order to take due account of the ideas and decisions of these other committees in the technical cooperation programme and to ensure sufficient financing for the projects selected. In order for this to happen, regular meetings of the chairpersons and vice-chairpersons of all the committees should be arranged during Governing Body sessions in order to coordinate the priorities identified and to form from them a consistent technical cooperation policy.