

PROPOSALS FOR A REVISED IALI ACTION PLAN FOR THE FUTURE: 2014-2017 AND BEYOND

Summary

This *Action Plan* is a draft for discussion by IALI members at the IALI General Assembly of June 2014. It continues the 6 key **Action Areas** and their **Strategic Objectives** defined originally in the *2008-2011 Action plan* and continued in the *2011-2014 Action Plan*, to reflect IALI's key roles as an international association.

Each role or **Action Area** has a **Strategic Objective** and a more detailed **Description** of the role and purpose of that area of work. A programme of work for each objective is then outlined consisting of proposed **Key Outcomes, Areas of Engagement for IALI members** and a list of **Specific Tasks for 2014-2017**.

This revised *Action Plan* is informed by the results of the *Status report on progress* made towards each **Key Outcome** and **Specific Task** over the period July 2011 to June 2014. The changes proposed for the next triennium, reflect the **Outcomes** and **Tasks** that were either completed during the last triennium or earmarked for review. Further, in some cases new **Outcomes** and **Tasks** have been identified for inclusion over the next 3 years.

The 6 existing **Action Areas** and their **Strategic Objectives** for IALI are:

1. **IALI – the professional association** - *Objective: To provide the professional foundation for building strong, modernised and effective labour inspection worldwide.*
2. **IALI as influencer** – *Objective: To promote the profession and interests of labour inspection through development of spheres of influence.*
3. **IALI as partner** – *Objective: To build IALI's participation in both formal and informal partnerships and alliances with related organisations and in specific projects to promote decent work around the world.*
4. **IALI as catalyst** – *Objective: To act as a catalyst for the development of regional cooperation in labour inspection.*
5. **IALI as facilitator and communicator** – *Objective: To provide information for members and to facilitate member initiatives to improve their labour inspection service.*
6. **IALI as source of technical expertise** - *Objective: To provide a resource for accessing technical expertise in labour inspection.*

Context

The *IALI Action Plan for the Future* was first developed in 2008 and is designed as a strategic blueprint to guide IALI's specific work for each triennium towards achieving long-term and ongoing objectives. A status report on progress and a proposed revision of the *Action Plan* is prepared for the review of IALI members at each 3-yearly General Assembly.

As the **Action Areas** and their **Strategic Objectives** roll from one Plan to the next, there is no intention to complete all of the **Key Outcomes** in each triennium. Rather, activities under this part of the Plan are ongoing or will be commenced as time and resources allow.

Following the General Assembly 2014, the newly elected Executive Committee will then consider and finalise the Plan taking into account the comments provided by members at the meeting.

**Proposed by IALI President
Michele Patterson
June 2014**

The colour annotations in blue indicate that the Outcome or Task has been modified following review by the Executive Committee (refer to *Attachment A: Status report on progress*, for details of the actions taken to date).

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IALI ACTION PLAN FOR THE FUTURE: 2011-2014 AND BEYOND

ACTION AREA I – IALI THE PROFESSIONAL ASSOCIATION

OBJECTIVE

To provide the professional foundation for building strong, modernised and effective and labour inspection worldwide

DESCRIPTION

IALI is the worldwide association for the profession of labour inspection. The key responsibility for any professional association is to provide the tools and services that members need to operate professionally. Examples of tools that could assist members to deliver high quality and professional labour inspection systems include:

- a global code of ethics/integrity;
- a framework for common principles of operation;
- a framework for training and professional development;
- manuals and guides for specific areas of inspection work;
- common auditing tools for prevention; and
- a framework for measuring performance and comparative benchmarking.

Globally, the demand for strong and effective labour inspection is increasing in response to the pace of change in the marketplace and the impact of these changes on the global workforce. Labour inspection plays a vital role in ensuring sound social and economic conditions and good governance. Inspectors are only effective in influencing conditions when they act in a professional, fair, transparent and ethical manner, according to sound principles of operation. Their credibility must be earned in each local environment.

IALI the professional association must respond by providing support for members to deal with these challenges effectively. The strength of IALI depends on increasing its membership base and delivering ongoing support to members. In this way, IALI can ensure it is truly representative of the profession on a global level, as well as enhancing its capacity to deliver services to members.

<p>KEY OUTCOMES – 2014 - 2017 (and beyond)</p>	<ol style="list-style-type: none"> 1. <i>IALI's Global Code of Integrity for Labour Inspection</i> is implemented by IALI members. 2. Membership policies and strategies (covering funding, payment and ongoing involvement) are further developed. 3. IALI membership is expanded according to an organised strategy – ie defined regions, objectives, member criteria, benefits. 4. IALI representation is global as defined by ILO (or other) regional definitions; Labour Inspectorates, ministerial contacts and social partners to promote membership of IALI. 5. IALI's <i>International Regional Delegates</i> identify and work with 6. <i>Common Principles for Labour Inspection</i> are implemented. 7. A framework for training resources is compiled (i.e. resources could be developed by IALI, developed in partnership with others or accessed through membership, to allow IALI to provide service to members and identify any gaps for future action. 8. A framework for delivering regulatory intervention tools is progressed. 9. Statutes are revised to reflect IALI's future. 10. Robust performance measurement and benchmarking systems for Labour Inspection activities are promoted using <i>IALI's Handbook on Performance Measurement of the OSH Function</i> as a guide .
<p>AREAS OF ENGAGEMENT FOR IALI MEMBERS</p>	<p>IALI membership – enhance all relationship opportunities, membership policies, follow-up, engagement and commitment of the member for the long term; all members involved in developing IALI's professional foundation, tools and strategies.</p>

<p>SPECIFIC TASKS 2014-2017</p>	<ol style="list-style-type: none">1. Assist IALI members (and others) to implement the <i>International Common Principles for Labour Inspection</i> in states, nations and regions; including promoting continued adoption of IALI's <i>Global Code of Integrity for Labour Inspection</i> and systems for performance measurement using IALI's <i>Handbook for Measuring Performance of the OSH function</i> as a guide.2. Commence compiling a framework for training resources (developed in partnership with others as appropriate).3. Commence compiling a framework for delivering regulatory intervention tools (developed in partnership with others as appropriate).4. Continue to engage international employers' and workers' representatives in seeking to define roles and professional behaviour.5. Develop a comprehensive membership strategy to take IALI into the future. Regional Delegates are appointed worldwide to identify and work with Labour Inspectorates and ministerial contacts to assist countries and organisations within their region to become Members or Candidate Members (working with these towards the necessary support for full IALI membership within 3 years). <p>* Agreed to include this as a specific action at the EC meeting 10/3/14</p>
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ACTION AREA 2- IALI AS INFLUENCER

OBJECTIVE

To promote the profession and interests of labour inspection through development of spheres of influence.

DESCRIPTION

To promote the profession, IALI must develop spheres of influence through which it can ensure that the topic of labour inspection and the interests of labour inspectors appear on all relevant agendas of organisations engaged in related areas of work. For example:

- organisations that work in the global marketplace e.g. ILO, UN, WHO, WTO, ISSA;
- regional labour inspection groups;
- international employer and worker representative groups;
- lobby groups for decent work (eg Fair Trade, Corporate Social Responsibility groups, sustainable and socially responsible investment groups);
- organisations that resource socially responsible investment (eg World Bank, IFC).

To effectively influence other organisations about the importance and role of labour inspection, IALI must provide clear and convincing arguments. To do this it must have underpinning documentation (e.g. a brochure) that explains the history, philosophy and role of the organisation so that members can consistently represent IALI's aims and objectives and the reasoning behind them.

Current news and descriptions of member activities are also important as a means of influencing others. For example, in addition to informing members, the annual IALI Forum provides information to, and assists in identifying common areas of interest with, those we seek to influence.

**Key Outcomes :
2014 – 2017
(and beyond)**

1. The annual IALI Forum is produced and distributed for 2014, 2015 and 2016.
2. All relevant groups and organisations that IALI should seek to influence are identified.
3. Arrangements to develop contacts in each group and seek to contribute to their organisational agendas, are further developed.
4. Ongoing work with existing contacts and networks is actively pursued

Areas of Engagement for IALI Members	IALI membership – enhance all opportunities to influence through promotion, lobbying, information contributions to other organisations, participation in local conferences and forums and production of a brochure explaining background and philosophy of labour inspection.
Specific Tasks 2014 – 2017	<ol style="list-style-type: none">1. Identify and create a directory of groups and contact persons for each sphere of influence; and Regional Delegates are asked to do this within their region.2. Engage IALI members in compiling an (ongoing) list of opportunities for engaging with the groups in each sphere of influence (e.g. annual general meetings, conferences, forums, informal meetings etc).3. Continue to engage international employers' and workers' representatives in developing spheres of influence around the world.

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ACTION AREA 3 – IALI AS PARTNER

OBJECTIVE

To build IALI's participation in both formal and informal partnerships and alliances with related organisations and in specific projects to promote decent work around the world.

DESCRIPTION

IALI alone cannot achieve safe, healthy and decent work. In addition to developing spheres of influence, IALI needs to work in partnership with other organisations and in specific projects to achieve common aims. Partnerships can be both formal and informal.

IALI currently has an ongoing partnership with the ILO and many regional groups of inspectors which it will seek to strengthen and build further. IALI is also a formal partner in the ILO's special project on Forced Labour and Human Trafficking.

Many other opportunities for partnerships and alliances can be identified and pursued. For example, partnerships in decent work country programmes, ethical investment and global supply chain regulation, are all objectives that have been discussed at recent IALI regional conferences. Other examples include the development of alliances between regional inspectorates (eg Memorandums of Understanding for compliance work and exchange of information), and with employer and employee organisations.

Through formal and informal partnerships and alliances, IALI can seek to increase its influence and participation in decent work initiatives throughout the world.

<p>Key Outcomes: 2014 – 2017 (and beyond)</p>	<ol style="list-style-type: none"> 1. A strengthened partnership with the ILO is developed and built around key mutual strategic objectives and particularly in priority action areas. 2. IALI's formal partnership with the ILO's special action programme on forced labour and human trafficking is continued. 3. All regional groups coordinating labour inspection activities (eg <i>SLIC, RALI: SE Europe, Azerbaijan and Ukraine, RALI: CIS and Mongolia, ASEAN, ARLAC, CRADAC, MAGHREB Association of labour inspectors, Ibero-American Association of Labour Inspectors, ARAB states</i> etc) are mapped and opportunities for partnership with IALI are pursued. 4. Opportunities for partnerships to promote fair, safe and healthy work with other organisations and projects are identified and work is continued to develop these potential relationships and formalise where appropriate.
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<p>Areas of Engagement for IALI Members</p>	<p>IALI membership – participate in enhancing all opportunities for regional cooperation and alliances and in identifying organisations and projects with common interests for further relationship-building (e.g. In addition to regional Labour Inspection organisations and existing partner organisations: ASEAN-OSHNET; Baltic Seas OSH Network; EU-OSHA; tripartite project on managing asbestos hazards in Europe; partnership with Asbestos victims groups.</p>
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Specific Tasks 2014-2017	<ol style="list-style-type: none">1. Work with the ILO to identify opportunities for ongoing cooperation and collaborative action over 2014-2017; in particular, to contribute to ILO critical Area for Priority Action on Labour Inspection 2014-15.2. Work with ISSA to identify opportunities for joint collaborative areas of action over 2014-2017.3. Review IALI-ICOH MOU during 2015 and continue collaborative and joint initiatives throughout 2014-2017.4. Work with relevant ILO programmes (e.g. Governance and Tripartism including LabAdmin OSH, Special Programme on Forced Labour and Human Trafficking, Gender, Social Dialogue and so on), to identify opportunities for IALI participation and cooperative efforts.5. Finalise mapping of all regional organisations that coordinate labour inspection activities and explore potential for partnerships.6. Hold discussions with international employers' and workers' organisations and other organisations to identify partnership opportunities (e.g. ASEAN-OSHNET; Baltic Seas OSH Network; EU-OSHA).7. Continue the formal partnership in the tripartite project on managing asbestos hazards in Europe (i.e. The IALI, EFBWW, FIEC, EU-Project).
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ACTION AREA 4 – IALI AS CATALYST

OBJECTIVE

To act as a catalyst for the development of regional cooperation in labour inspection.

DESCRIPTION

A catalyst makes things happen. IALI, through its Executive and membership, can provide the impetus for regional cooperation in labour inspection through organising conferences with host countries; by starting and supporting regional technical programmes, and by encouraging and assisting members to organise regional cooperative initiatives.

IALI has further developed arrangements for promoting regional alliances by assigning regional representative roles to each member of the IALI Executive. It is intended that EC members work with interested countries to provide the catalyst for regional cooperation to be encouraged to develop. Regional representatives work to a set of strategic objectives in each region.

Helping members to propose and organise conferences, alliances and inspector exchange programmes are examples of how IALI can provide the catalyst for action. IALI needs to identify where it can add value to existing initiatives as well as promoting new ones.

Key Outcomes: 2014 – 2017 (and beyond)	<ol style="list-style-type: none"> 1. EC members continue to be assigned regional areas to provide a catalyst for the development of regional cooperative initiatives. 2. Building on the regional cooperation agreements and initiatives in west and east Europe, Asia and North Africa, developed during 2008-2011, consolidate this work and expand catalyst activities in regional cooperation, in particular to Central and South America and other parts of Africa. 3. IALI conferences are held in 2014, 2015, 2016 and 2017 in partnership with host member countries or regional alliances of Labour Inspection (priority given to those countries proposing to develop or consolidate regional alliances and cooperative programmes as part of the conference objectives). 4. Regional conferences and forums organised by local inspectorates are encouraged and supported by IALI.
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Areas of Engagement for IALI Members	IALI membership – encouraged to propose and host conferences and forums for the promotion of regional cooperation, and to engage in regional initiatives.
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Specific Tasks 2014-2017	<ol style="list-style-type: none">1. Regional Alliances of labour inspection continue to be supported in their work.2. New regional alliances are encouraged and promoted, particularly in Central and South America and parts of Africa.3. IALI conferences with host countries, regional alliances and partnership conferences and events are held 2014-2017, in addition to the 3-yearly IALI Congress and General Assembly.
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ACTION AREA 5 – IALI AS COMMUNICATOR AND FACILITATOR	
OBJECTIVE	
To provide information for members and to facilitate member initiatives to improve their labour inspection service.	
DESCRIPTION	
<p>A key function of IALI has always been the provision of information to members. With the development of IALI's web site it is now possible to organise and increase IALI's role as an information source. A particular aim would be to further develop the interactive web site (eg regional work groups, register of MOU's, cooperative compliance agreements etc).</p> <p>IALI members are constantly developing initiatives to improve their performance. IALI can add value to this work by helping to facilitate member initiatives and projects. For example, developing a compendium of regional initiatives and regional labour inspection coordination groups; developing a compendium of best practice; producing guides for operation; providing training resources and so on are all potential areas for development arising out of recent IALI conferences.</p>	
Key Outcomes: 2011-2014 (and beyond)	<p><i>(Propose that the new IALI Executive Committee conducts a review of the communication tools now available in a globally connected world)</i></p> <ol style="list-style-type: none"> 1. A framework for providing information resources to IALI members is developed (through a member survey). 2. Links to other resources (such as CIS and the European OSH Agency) are provided on the web site.
Areas of Engagement for IALI Members	IALI membership – contributions to IALI web site and databases; participation in identifying information needs and gaps; access to web services and resources.
Specific Tasks 2011-2014	<ol style="list-style-type: none"> 1. Further develop the interactive web site. 2. Conduct a review of the communication tools now available in a globally connected world as a matter of priority.

ACTION AREA 6 – IALI AS SOURCE OF TECHNICAL EXPERTISE

OBJECTIVE

To provide a resource for accessing technical expertise in labour inspection.

DESCRIPTION

For many years, IALI has provided technical expertise to members. Most commonly, an individual with the relevant expertise required to meet a specific need is identified and sponsored to provide expertise to a conference, symposium, training course or other forum. On other occasions, IALI has suggested individuals who could be approached for involvement in consultancies with a country, to participate in development projects or decent work country programmes.

This work has traditionally occurred on an ad hoc basis where members suggest suitable names to carry out the work. It is now proposed that IALI develops a database of 'experts' who can assist in technical advice to labour inspectorates in specific subject areas. By listing certain criteria, those in need of expertise could access potential programme partners who could provide the expertise needed for a particular project.

IALI does not currently have the capacity to introduce a system that could take responsibility for assessing the qualifications of individuals or review of their performance. It is therefore not proposed that IALI would accredit individuals or analyse the skills of individual contributors to this programme other than to identify broad skill sets and categories of expertise. Rather, the database would serve as a means of providing initial contact data to match potential providers of services to programme partners. All responsibilities arising from accessing expertise from the database would rest with the programme organisers and liabilities arising from any services provided would be the responsibility of the individual. IALI would reserve the right to list or delete individuals from the database according to criteria to be established.

Even with these limitations, it is considered that such a database would assist in providing an avenue for IALI members to access (or provide) technical expertise to meet ever-increasing demands around the world.

IALI will continue to provide sponsored expertise wherever it can, to member country forums and training programmes assessed as fitting IALI objectives.

<p>Key Outcomes: 2014– 2017 (and beyond)</p>	<ol style="list-style-type: none"> 1. IALI's Technical Assistance policy is applied by the Executive Committee to assess all requests for assistance, according to the developed criteria. 2. All requests for specific IALI-sponsored provision of technical expertise to assist member country forums and training programmes, are assessed by the Executive Committee according to the developed criteria, with the aim of increasing capacity for provision of technical services to areas that closely reflect the objectives of this Action Plan (e.g. implementation of IALI's Global Code, elements of IALI's Common Principles, performance measurement systems, regional co-operation initiatives etc).
<p>Areas of Engagement for IALI Members</p>	<p>IALI membership – can provide and access details of individuals with technical expertise in labour inspection.</p>
<p>Specific Tasks 2014-2017</p>	<ol style="list-style-type: none"> 1. Assess requests for provision of technical expertise by member countries in a consistent and fair manner in accordance with the criteria under IALI's Technical Assistance policy. 1. Respond to such requests for assistance in a timely manner. 2. Prioritise available capacity for provision of technical assistance according to the objectives of this Action Plan.