

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

Summary

This Plan proposes that the 6 key **strategic objectives** and **areas for action** defined in the 2008-2011 Plan to reflect IALI's key **roles** as an international association, be continued.

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 **Outcomes, Areas of Engagement for IALI members** and a list of **Specific Tasks for 2011-2014**.

The 6 existing strategic Objectives or Action Areas 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.*

The detailed Plan follows and will be the subject of an annual evaluation by IALI's Executive Committee and 3-yearly progress report to the next IALI General Assembly in 2014.

What now with the revised Action Plan?

The Revised *IALI Action Plan for the Future: 2011-2014 and Beyond* is proposed for the consideration of the General Assembly, June 2011.

Following the General Assembly, the newly elected Executive Committee would then consider and finalise the plan taking into account the comments provided by members at the General Assembly.

**Proposed by IALI President
Michele Patterson
June 2011**

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 – 2011-2014 (and beyond)</p>	<ol style="list-style-type: none"> 1. The Global Code of Integrity 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) regions. 5. Principles of operation for labour inspection are defined. 6. A framework for training resources is compiled (ie resources could be developed by IALI, developed in partnership with others or accessed through membership eg CIS), to allow IALI to provide service to members and identify any gaps for future action. 7. A framework for preventative auditing tools is progressed. 8. Statutes are revised to reflect IALI's future. 9. Work on tools for measuring the effectiveness of inspectorates is further developed, ultimately providing a means of benchmarking performance for those wishing to measure improvement.
<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 2011-2014</p>	<ol style="list-style-type: none"> 1. Finalise common principles of operation for labour inspectorates and other frameworks listed above. 2. Continue to engage international employers and employees in seeking to define roles and professional behaviour. 3. Develop a comprehensive membership strategy to take IALI into the future.

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 eg 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 (eg 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 : 2011 – 2014 (and beyond)

1. The annual IALI Forum is produced and distributed for 2011, 2012 and 2013.
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 2011 - 2014	<ol style="list-style-type: none">1. Identify and create a directory of groups and contact persons for each sphere of influence.2. Engage IALI members in compiling an (ongoing) list of opportunities for engaging with the groups in each sphere of influence (eg annual general meetings, conferences, forums, informal meetings etc).3. Create a means of recording IALI contact and involvement with other organisations (eg on IALI's interactive web site).4. Continue to engage international employers and employees in developing spheres of influence around the world.

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.

Key Outcomes: 2011 – 2014 (*and beyond*)

1. A strengthened partnership with the ILO is developed and built around key strategic objectives in areas of mutual interest.
2. IALI's partnership with the ILO's special project on forced labour and human trafficking is continued.
3. All regional groups coordinating labour inspection activities (eg SLIC, RALI: SE Europe, Azerbaijan and Ukraine, RALI: CIS and Mongolia, ASEAN, ARLAC, CRADAC, MAGHREB Association of labour inspections, ARAB states 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.

Areas of Engagement for IALI Members	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.
Specific Tasks 2011-2014	<ol style="list-style-type: none"> 1. Formalise an MOU with the ILO on the strategic objectives of the partnership with IALI. 2. Formalise draft MOU with ISSA 3. Hold talks with ICOH to develop partnership under agreed MOU. 4. Work with all relevant ILO programmes (eg SafeWork, Special Project 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, unions and other organisations to identify partnership opportunities.

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: 2011 – 2014 (and beyond)

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 2011, 2012 and 2013 in partnership with a host member country 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.

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.
Specific Tasks 2011-2014	<ol style="list-style-type: none">1. Regional Alliances of labour inspection are 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 2011-2013, in addition to the 3-yearly IALI Congress and General Assembly.

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

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).

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.

Key Outcomes: 2011-2014 (*and beyond*)

1. A framework for providing information resources to IALI members is developed (through a member survey).
2. Work is commenced on gathering resources and establishing databases of information for members to access.
3. 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

1. Further develop the interactive web site.
2. Establish databases to provide information resources to members.
3. Examine feasibility of developing a series of compendiums to assist in facilitating regional and individual member initiatives and projects.

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.

Key Outcomes: 2011 – 2014 (and beyond)	<ol style="list-style-type: none"> 1. Criteria is developed to facilitate assessment of requests for technical expertise, based on the principles of IALI's strategic objectives and priorities, demonstrated need, fairness in allocation of resources etc. 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. 3. A database of individuals who can provide technical expertise in labour inspection is developed and accessible on IALI's web site.
Areas of Engagement for IALI Members	<p>IALI membership – can provide and access details of individuals with technical expertise in labour inspection.</p>
Specific Tasks 2011-2014	<ol style="list-style-type: none"> 1. Develop criteria to assess requests for provision of technical expertise by member countries in a consistent and fair manner. 2. Respond to such requests for assistance in a timely manner. 3. Determine the appropriate approach and means of involvement for IALI in the provision of technical resources.