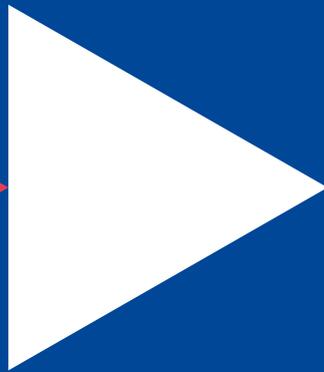




International
Labour
Organization

► **Programme and budget
for the biennium
2022–23**



 **Programme and Budget
for the biennium 2022–23**

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► Preface

The proposals that I am presenting for the ILO Programme and Budget for 2022–23 are designed to respond effectively to the immediate circumstances and challenges confronting the world of work, and to carry forward the longer-term objectives that the Organization has set for the substance and the delivery of its activities.

COVID-19 has plunged the world of work into a calamitous crisis, the effects of which will reverberate throughout the biennium. Recovery does not mean getting back to where we were before. Instead, it means moving forward to the better future of work foreseen in the ILO Centenary Declaration for the Future of Work. Everything that the world has lived through over the past year confirms the importance and relevance of the Declaration and the utmost urgency of action for its implementation. Such action is crucial too for delivering the United Nations (UN) 2030 Agenda for Sustainable Development, for which the ILO and its constituents share responsibility within the multilateral system.

Already, in the immediate follow-up to its Centenary Year, the ILO framed the policy outcomes in its 2020–21 programme with the explicit goal of implementing the Centenary Declaration. Although some views have been expressed in the Governing Body in favour of a limited restructuring of those outcomes, there seems to be greater advantage in retaining the current outcome framework. But this necessary continuity is accompanied by the modifications to each outcome needed to make it fully relevant and responsive to COVID, and hopefully post-COVID, conditions. And, as always, tripartism, with continuing emphasis on constituent capacity-building, and international labour standards are crucial to all areas of proposed activity.

The programme and budget proposals are shaped by the ILO's Strategic Plan for 2022–25 adopted by the Governing Body in November 2020. Consequently, a special effort has been made to redeploy resources to the substantive policy areas highlighted in the Plan in the light of the impact of COVID-19. Consequently it is proposed to establish new posts at headquarters in the areas of occupational safety and health and social protection, as well as in the field of statistics. Five further posts in the field – one for each region – are also proposed in areas of priority identified by them.

1 February 2021

This redeployment is possible because of continuing efforts in pursuit of efficiency gains, the re-profiling of existing posts, and reductions in institutional investments, which have made available some US\$10.44 million for reallocation in the coming biennium. Added to the corresponding changes in the last four biennia, this means that the cumulative transfer of resources to improve service delivery to ILO constituents amounts to US\$79.84 million in the time I have served as Director-General.

The strengthened results-based framework and the modified enabling outcomes set out in these proposals reflect the continuing commitment of the ILO to deliver quality work and better value for money, and to be fully accountable for how it performs. In addition, the nature and pace of continuing transformative changes in the world of work make it imperative that the ILO itself be in a position to innovate in its own work and better manage knowledge. To that end, my proposals include the establishment of a new unit to drive innovation and knowledge across the Organization; this is a significant and necessary investment.

At the same time, it is essential that everything the ILO does meets the high standards of behaviour and integrity that Member States rightly demand of it. This is why it is proposed to establish a full-time post of ethics officer.

The proposed budget to deliver the programme for 2022–23 is US\$790,640,000 in constant dollar terms, which will result in an increase in the nominal dollar budget of US\$12.9 million, reflecting a cost increase of 1.63 per cent, consistent with the ILO's long-term zero real growth trajectory. It is understood that public finances are constrained, above all by spending by governments to mitigate the health, social and economic consequences of the pandemic. In such circumstances, every effort has been made to present proposals which meet the needs of Member States and represent a worthy investment of their resources in the shared objective of a future with decent work and social justice for all.

I commend the proposed programme and budget for approval by the Governing Body and final adoption by the 109th Session (2021) of the International Labour Conference.

Guy Ryder
Director-General

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► Abbreviations

DCO	Development Coordination Office
DSA	daily subsistence allowance
DWCP	Decent Work Country Programme(s)
EBMO	employer and business membership organizations
EPIC	Equal Pay International Coalition
ESSF	Environmental and Social Sustainability Framework
FAO	Food and Agriculture Organization of the United Nations
ICLS	International Conference of Labour Statisticians
ICSC	International Civil Service Commission
IFI	international financial institutions
ILOSTAT	ILO database on labour statistics
IMF	International Monetary Fund
IOM	International Organization for Migration
IPEC+	International Programme on the Elimination of Child Labour and Forced Labour
IRIS	Integrated Resource Information System
IT	information technology
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSH	occupational safety and health
RBSA	Regular Budget Supplementary Account
SDG	Sustainable Development Goal(s)
SRM TWG	Standards Review Mechanism Tripartite Working Group
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDS	United Nations development system
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNSDG	United Nations Sustainable Development Group
WAIPA	World Association of Investment Promotion Agencies
WHO	World Health Organization

► Adoption of the budget for 2022–23

The International Labour Conference at its 109th Session (2021) adopted by 369 votes in favour, with 6 abstentions, the following resolution, submitted by the Finance Committee of Government Representatives:

The General Conference of the International Labour Organization,

In virtue of the Financial Regulations, adopts for the 78th financial period, ending 31 December 2023, the budget of expenditure of the International Labour Organization amounting to US\$852,760,200

and the budget of income amounting to US\$852,760,200, which, at the budget rate of exchange of CHF0.90 to the US dollar, amounts to CHF767,484,180, and resolves that the budget of income, denominated in Swiss francs, shall be allocated among Member States in accordance with the scale of contributions recommended by the Finance Committee of Government Representatives.

The following table shows the budget as adopted by the Conference:

► Budget of expenditure and income for 2022–23

Expenditure			Income				
	2020–21 budget	2022–23 estimates	2020–21 budget		2022–23 estimates		
	US\$	US\$	US\$	CHF	US\$	CHF	
Part I							
Ordinary budget	774 238 406	838 959 393	Contributions from Member States	790 640 000	790 640 000	852 760 200	767 484 180
Part II							
Unforeseen expenditure	875 000	875 000					
Part III							
Working Capital Fund	-	-					
Part IV							
Institutional investments and extraordinary items	15 526 594	12 925 807					
Total budget	790 640 000	852 760 200	790 640 000	790 640 000	852 760 200	767 484 180	

► Explanatory note

At its 341st Session (March 2021), the Governing Body considered the Director-General's Programme and Budget proposals for 2022–23. Following the Governing Body's debate and the Director-General's response to the issues raised therein, the proposals were adopted by the Governing Body.

This document contains the programme and budget approved by the Governing Body in March 2021, and subsequently adopted by the International Labour Conference in June 2021.

► The Director-General’s response to the Governing Body’s discussion ¹

As is our usual practice, I will now respond to last week’s discussion of my Programme and Budget proposals for 2022–23.

With your agreement, Chairperson, I will begin with my reaction to the major issues that arose in the debate, the “big picture” issues. Then I would ask my colleague, Mr Jiang, Director of the Strategic Programming and Management Department, to provide information and answers to some of the more specific or technical points before concluding with some comments on the all important resource issues and the level of the budget.

The underlying rationale in my proposals of continuity with adaptation with the intent of applying the Centenary Declaration to the task of promoting human-centred recovery from the COVID-19 crisis met with overwhelming support in the Governing Body.

From this flowed the very broad and strong approval expressed for the eight policy outcomes proposed. Nevertheless, the Employers’ group, but it alone, argued once more for the splitting up of proposed outcome 1 so as to provide for a stand-alone outcome for employer and business membership organizations (and by implication, further such outcomes for workers’ organizations and public labour administrations).

I am, of course, aware of the strength of feeling on this matter. The positions taken on all sides reflect exactly those expressed in previous programming exercises and it follows from the absence of any change in this regard that the proposal should stand as was.

There was nothing in last week’s debates that would justify a change of course at this stage.

But it is worth noting, perhaps, that on this occasion it was said explicitly that the point of disagreement was not about the level of resource allocations, but of visibility and of substance; let me address both of these.

Firstly, it is well understood, and I welcome the opportunity to confirm this, that activities for employers’ organizations are not limited to their role in social dialogue and the fact that they are located within a broader outcome does not imply that. There

is much else that must be done to assist in their capacity to recruit and to represent members and their interests.

Nor are concerns about the visibility of these activities borne out by our experience to date. On the contrary, the ILO’s ability to advocate persuasively for the role of employers’, and indeed workers’, organizations, for example in United Nations (UN) processes, and to increase resources for the relevant outputs in the current biennium have benefited from the integrated approach under outcome 1.

This will be reflected in the implementation report that will be presented to the Governing Body one year from now. In line with the decision of the Governing Body in November 2019, I therefore propose that outcome 1 be retained in its existing form.

Some other very important points were made about the content of different policy outcomes, and I want to focus on three of these.

Firstly, the issue of “just transition” to environmental sustainability, where the concern was expressed that the proposed approach might be unduly narrow, concentrated in a single policy outcome – outcome 3 – or even one single output – output 3.3. I agree strongly that at a time when the world is focusing its efforts on overcoming the multiple challenges of COVID-19, the ILO must not lose sight of the reality that climate change remains the defining global challenge of our time, and that we must act accordingly.

In this regard, let me underline that just transition is embedded in several policy outputs, in particular those relating to enterprise development, business practices, lifelong learning, equal opportunities and treatment, and social protection, and that the Office will continue to reduce its own carbon footprint as indicated under enabling outcome C. The new Just Transition Innovation Facility will identify, enhance, test and disseminate high-potential ideas for new solutions and support constituents in applying innovative methodologies.

Let me add too that this is an area where partnerships are at a premium, the ILO will contribute

¹ GB.341/PV, Appendix II.

actively to existing ones – I think particularly of the Climate Action for Jobs – and to developing new ones.

Secondly, it was the Africa group, in particular, that stressed compellingly the responsibilities of the ILO in respect of youth employment. I believe it is absolutely right to do so, because as the ILO has itself reported, the impact of the COVID-19 pandemic on youth has been more devastating than for any other demographic, and that impact is likely to continue long after the pandemic is overcome.

Therefore, we are taking our responsibilities for a human-centred recovery with decent jobs for youth very seriously. The proposals before you include a stronger focus on the renewed follow-up to the plan of action on youth employment for the period 2020-30 endorsed by the Governing Body in November 2020, in particular under output 3.1 on employment policies and output 3.5 on labour market programmes and employment services. We are continuously monitoring and analysing the situation with respect to youth employment for effective policy dialogue and responses, and in this context we have set up an Employment Policy Action Facility to streamline our country assistance for recovery from the pandemic. We are also working closely with the UN and other partners, especially our partners in the Global Initiative on Decent Jobs for Youth, in developing new knowledge, including through global surveys, and country action to address the situation. Finally, as you have seen, many of the targets set for the corresponding indicator are in Africa.

Thirdly, I revert to the issue of productivity which has been much discussed at this Governing Body session, both in the context of my programme and budget proposals and in last Thursday's policy debate on decent work and productivity, at the end of which the Office was instructed to take into account the guidance provided in the implementation of the ILO programme.

This instruction was anticipated in the Executive overview to my proposals where I addressed the issue of "evolving demands" in respect of global supply chains, and occupational safety and health, as well as productivity – all of which are on the agenda of this Governing Body session. As a consequence, I believe we are well placed to move forward on all these fronts.

I should underline that already, and building on and beyond what we are doing in the current biennium, productivity is now addressed in several of the proposed policy outcomes, including those on employers' activities, the rural economy, an enabling environment for sustainable enterprises, transition to formality, and social protection coverage and

adequacy, as well as in output 4.2 on enterprise productivity enhancement.

It is encouraging that our Governing Body debate showed clearly that productivity is recognized by all groups as an important area of ILO work and that all constituents have an interest in it and the productivity ecosystem model which offers an integrated, holistic approach. That gives us a good basis for the further development of our activities in line with the guidance you have provided. There is, for example, immediate scope for further research work to strengthen our evidence base and it may be that the Governing Body will wish to renew its discussion of productivity to monitor progress and update its guidance.

There were quite a lot of questions last week on my proposal to establish a unit to drive knowledge and innovation across the Organization.

The intent here is to respond to the need, which I believe is an urgent priority, to promote, encourage, and facilitate new thinking, skills, competencies and ways of working in the Organization. There is always a danger of inertia in secretariats such as ours; of existing practices perpetuating themselves; of simply reacting to requests and events as they unfold rather than applying foresight, anticipating and innovating.

The reasons to move in the direction I am proposing come from two sources: firstly, everything that emerged during the future of work exercise, which instructed us all on the need to look at key emerging world of work issues differently – not just for the single year of the Centenary but on a permanent basis and to apply that lesson to the Office as well as to the external environment; and secondly, from the processes being developed across the multilateral system where the need to promote internal innovation has been underlined by the Secretary-General, the United Nations System Chief Executives Board for Coordination (CEB) and the Joint Inspection Unit and was also reflected in the 2020 High-level evaluation of ILO research strategies and knowledge management.

In short, we are striving to adopt recognized best practice with the necessary investment of leadership and resources.

In this context, the objective of the proposal is to provide ILO staff and management with an internal resource which they can call upon to develop, guide and implement improvements in operations, and for policy advice, knowledge products and services, all with the final objective of better delivery to you, our constituents. The proposed unit would provide expertise on change, innovation and knowledge

management methodologies and stimulate a culture of staff enablement and participation.

All of this would meet clear demands we encounter every day in our work. But we do not begin from a standing start. The Governing Body may recall that the Office set up in 2015 a Business Innovation Unit (BIU) as part of my reform programme. Its reviews of ILO business processes have been instrumental in generating the efficiency and effectiveness improvements which have enabled us to redeploy some US\$80 million to frontline service delivery over recent biennia.

The intention now is to consolidate capacity in the existing BIU and the Knowledge Management Team to support sustainable, dynamic change processes. Inter alia, this will allow the Office to reduce its resort to external consultants and strengthen sustained support and monitoring of what, I have always maintained, needs to be continuous improvement across the Office.

Concretely, the Unit would comprise one P5 and four P4 staff and be located in the Management and Reform Portfolio.

I turn now to the question of why the presentation of the strategic budget is at the level of the proposed outcomes rather than the proposed outputs.

This is not a new story. In fact it is quite an old one, going back to 1999 when the International Labour Conference instructed the Director-General to implement results-based management. As result, for the last 20 years the ILO has presented the budget by outcome, moving away from operational/departmental budgets to strategic ones. We have done so in the interests of enhanced accountability, on instruction and with guidance from you, our constituents. We have strengthened and improved the systems as we have gone along.

The approach that you have told us to adopt allows for stronger accountability and a more integrated use of resources, linked to the results they generate. It has been an essential contribution to strengthened governance, and helps us to present the programme implementation report at the end of each biennium.

It should be clear that the outcome-level resource presentation in my proposals is synonymous with the choice of strategic budgeting. That can be changed, but that would mean throwing the direction of travel of the last two decades into reverse.

This said, in response to concerns expressed by the Employers' group in particular, an effort is made to provide more granular information on the

relationship between the operational and the strategic budgets and this is to be found in Information annex 4 of my proposals. Certainly, the Office can explore ways to build further on this.

Finally, before passing the floor, with your permission Chairperson, to my colleague Mr Jiang, let me say a few words about our presentation of estimated extrabudgetary funding, on which there were a number of comments last week.

Here, there are two fundamental realities that need to be clear to all.

The first is that the figures we present are our best estimates, based on resources already available, commitments already made, and our expectations for future resource mobilization. We simply cannot do otherwise, and I have considered it prudent to adopt a cautious approach with regard to the figures we have given you, combined with assurances that we will do all possible to mobilize more funds.

The second reality is that, because it is voluntary, extrabudgetary funding frequently comes with different degrees of earmarking attached. That is to say, the use to which it is put is not at the full discretion of the Office, or indeed of the Governing Body. This is a partial explanation and response to those who expressed concern about the level of extrabudgetary allocations to certain outcomes. The other part of the response is that the Office will direct its resource mobilization efforts particularly to areas where funds are scarce, in line with our Development Cooperation Strategy, and will use unearmarked Regular Budget Supplementary Account (RBSA) funding strategically to meet key and emerging needs.

I take the opportunity to express sincere thanks to our voluntary funding partners and particularly those who contribute through our RBSA modality which is such an invaluable asset.

With this, may I ask you, Chairperson, to authorize Mr Jiang to intervene, after which I will have some concluding remarks?

[Statement by Mr Jiang]

Finally, let me return to the level of the budget.

As I said last week when I presented my proposals to the Governing Body, I am conscious that in pursuing a zero-real-growth trajectory, an important effort is being asked of governments in conditions of pandemic and significant fiscal constraints. A number of members of the Governing Body said that they would await this response from the Office before taking a definitive position on this matter.

I very much hope that our response has served to clarify points that were raised and to reinforce my central message that, particularly in view of the difficulties of the moment and the needs that flow from them, rather than in spite of them, the proposed programme is one that justifies this investment. And I would urge you to agree to it.

In maintaining, as I now do, the proposal for zero real growth let me end by adding one further point from a purely financial perspective.

It is true that I am asking the Governing Body to recommend a nominal increase of \$12.9 million in appropriations for the 2022-23 budget, and that this is an important amount.

But, as the Governing Body is aware from its consideration of the impact of COVID-19 in Programme and Budget delivery for 2020-21, it is inevitable that we will arrive at the end of the current biennium with an underspend that will exceed that \$12.9 million. Already, the underspend in 2020 on meetings alone totals some \$9.27 million and this cannot be repurposed to other areas. There is further underspend in other areas.

It follows that through no decision of ILO management, and for objective reasons which fall beyond its discretion, we will record an underspend this biennium which will exceed, and more than compensate, the nominal increase implied by zero real growth for the next biennium.

And since the financial regulations require that a budgetary surplus be credited back to Member States once their contributions have been paid in full, it follows that their overall financial contributions, when taking all of these elements into account will most likely be less in nominal terms for 2022-23 than it was for our current biennium.

Viewed pragmatically and on the whole, I would hope that these circumstances which, I repeat, are beyond the influence of the Office, and the explanations and clarifications that we have provided, will allow the Governing Body to come together in recommending the proposed programme and budget for adoption by the International Labour Conference.

I thank you for your attention.

▶ I. Executive overview

1. The Programme and Budget for 2022–23 is presented at a time of unprecedented crisis in the world of work and great uncertainty about the global social and economic outlook in the context of the continuing COVID-19 pandemic. The overall objective is to support ILO Member States' efforts for a human-centred recovery guided by the Centenary Declaration for the Future of Work and consolidating the ILO's leading role in delivering the UN 2030 Agenda for Sustainable Development. In so doing, the programme and budget operationalizes the ambitions of the ILO's Strategic Plan for 2022–25.²

2. This executive overview summarizes the key features of the external and institutional context for the programme and budget, and sets out its main elements, which combine continuity with the adaptation required for ILO activities to respond to the newly emerging demands generated by the crisis. It also highlights measures to ensure the effective delivery of the ILO programme and explains the financial allocations to the different areas of work.

COVID-19, sustainable development and the future of work

3. The COVID-19 crisis has exposed, in the most brutal way, huge pre-existing decent work deficits and has made them worse. In addition to its tragic health impact, the pandemic has generated economic and social costs of massive proportions, and its effects will endure into the 2022–23 biennium and beyond. The pressing need to “build back better” requires that the ILO's efforts are not limited to restoring the status quo prevailing before COVID-19 hit. Instead, they must be directed towards addressing the multiple world of work challenges that were already evident. The Centenary Declaration addresses those challenges directly and equips the ILO with an agreed road map to the better future of work to which its tripartite constituents have already committed themselves. The current crisis, with all the human suffering it has brought, creates space for the type of change and improvement that the Centenary Declaration envisages. This makes the Declaration more relevant than ever, and its implementation more urgent.

4. The pandemic came shortly after world leaders had called for a “Decade of Action” to accelerate progress in delivering the 2030 Agenda. In December 2020, the UN General Assembly urged the UN development system to work towards a sustainable, inclusive and resilient recovery which is people-centred, gender-sensitive and respects human rights, and which protects the planet and achieves prosperity and universal health coverage by 2030.³

5. The centrality of Goal 8 of the 2030 Agenda on decent work and inclusive economic growth gives the ILO the responsibility and the opportunity to increase its contribution and influence across the multilateral system in the recovery process with a view to ensuring that the principles and values underpinning the Organization's mandate and the Centenary Declaration are embraced and upheld by all partners and stakeholders. In 2022–23, the reformed UN development system will be fully operational, requiring an active presence of the ILO in global and regional coordination mechanisms and in UN country teams, as well as a stronger engagement of ILO constituents in these processes.

6. The Centenary Declaration, with its call for a human-centred approach to the future of work through political and practical responses to both persistent and new decent work challenges, places the ILO in a position of strategic opportunity in confronting the key global challenges of the moment. Endorsed by the UN General Assembly, the Declaration is a powerful tool for the ILO and its constituents to rally global solidarity in support of the responses needed to build a better world of work and to achieve the Sustainable Development Goals (SDGs).

A programme for a human-centred recovery with decent work

7. The ILO's work over the last year to support its Member States in confronting the economic and social consequences of the pandemic has been well received by constituents, and this experience has been instructive in the design of the programme for the next biennium.

² GB.340/PFA/1(Rev.1).

³ A/C.2/75/L.61.

8. Already the Strategic Plan for 2022–25 adopted by the Governing Body in November 2020 commits the Organization to focus strongly on operationalizing the Centenary Declaration in the years ahead. This implies that the policy outcomes for the 2022–23 biennium should be closely aligned with the terms of the Centenary Declaration, as was the case for 2020–21. Therefore, the programme for 2022–23 is structured around the eight policy outcomes of the 2020–21 programme, each one adapted to the circumstances generated by COVID-19. These outcomes, which address the essential elements of a human-centred recovery with decent work, are:

1. Strong tripartite constituents and influential and inclusive social dialogue.
2. International labour standards and authoritative and effective supervision.
3. Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all.
4. Sustainable enterprises as generators of employment and promoters of innovation and decent work.
5. Skills and lifelong learning to facilitate access to and transitions in the labour market.
6. Gender equality and equal opportunities and treatment for all in the world of work.
7. Adequate and effective protection at work for all.
8. Comprehensive and sustainable social protection for all.

Balancing continuity and adaptation to change

9. The programme under each policy outcome combines the continuity required in the implementation of the Centenary Declaration and the adaptation needed to address new and dramatic circumstances. In so doing, they operationalize the Strategic Plan for 2022–25 which, it will be recalled, stresses the need for the ILO to implement the Centenary Declaration by:

- leveraging its permanent comparative advantages of standards and tripartism;
- addressing change in the world of work;
- addressing the need to leave no one behind;
- addressing the global social protection deficit;
- addressing safety and health at work; and

- addressing global recovery from the COVID-19 crisis.

Figure 1 summarizes the key elements of the Programme and Budget for 2022–23.

10. The Centenary Declaration calls on the ILO to support Member States in their individual and collective efforts in three areas in order to develop a human-centred approach to the future, and these are reflected in the policy outcomes:

- promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (outcomes 3 and 4);
- strengthening the capacities of all people to benefit from the opportunities of a changing world of work (outcomes 5 and 6); and
- strengthening the institutions of work (outcomes 7 and 8).

11. Underpinning work in all these policy areas are the two permanent comparative advantages of the ILO: social dialogue and tripartism (outcome 1) and international labour standards (outcome 2). These two outcomes are both ends in themselves and means to achieve all the other outcomes. Social dialogue and consultation with employers and workers are a prerequisite for the development and implementation of effective and sustainable policies, legislation and regulation in every area of the Decent Work Agenda. Each policy outcome therefore includes initiatives to develop the capacity of the social partner organizations in the respective technical areas. In similar terms, the promotion of the ratification and application of relevant up-to-date international labour standards is embedded in all outcomes and provides the normative compass for all ILO activities.

12. The policy outcomes are interlinked and mutually supportive and their effective implementation requires teamwork across the Office, intensive interaction with tripartite constituents and strong partnerships at national, regional and international levels with other stakeholders.

13. At the same time, the policy outcomes reflect the need for change and adaptation to meet the challenges and take the opportunities that governments and employers' and workers' organizations will confront during the crisis and the process of recovery as well as in ongoing transitions in the world of work. All outcome strategies and outputs have been sharpened and adapted to include a COVID-19 response component, with enhanced attention to the needs of workers, enterprises and institutions and their capacities. In this regard, an output specifically focused on the digitalization of

skills development systems has been added under outcome 5 on lifelong learning.

14. In addition, the policy outcomes embed a stronger sectoral approach in the ILO's work. This responds to the unequal impact of the COVID-19 crisis across economic sectors, and the consequent need for sector-specific action. Therefore, a new output has been included under outcome 2 on international labour standards, aiming at strengthening the capacity of Member States to apply sectoral standards, guidelines and codes of practice.

15. Through the redeployment of resources within an overall zero growth budget, ILO activities are strengthened in the key areas identified in the Strategic Plan. Accordingly, new headquarters posts are included in the fields of occupational safety and health and of social protection, as well as of statistics. In addition, one extra post is included in each of the five regions in areas identified by them that correspond to pressing constituent demands: occupational safety and health, social protection, labour law, labour economics, and gender equality.

16. The policy outcomes also embody the gender-responsive and inclusive approach indispensable for building back better and leaving no one behind. The crisis has laid bare and exacerbated pre-existing inequalities and vulnerabilities in the world of work, with some groups of workers and enterprises being particularly hard hit. In view of the real danger that the crisis will further increase already unacceptable levels of inequality, the policy outcomes give special attention to groups for whom the road to a better future at work could be harder. These include: women, who are over-represented both in front-line work and in sectors most severely affected by the crisis; people who are at risk of discrimination, including refugees, migrant workers and indigenous people; small and micro-entrepreneurs and the self-employed; casual, temporary and informal economy workers; workers in new forms of work arrangements, including the gig economy; and young and older workers, who even in normal times face greater difficulties in finding and keeping decent work.

Addressing evolving demands

17. The work of the ILO on a number of key issues that have been the subject of extensive debate will be dependent upon, and conditioned by, the future guidance of the Organization's decision-making bodies.

18. With regard to productivity, the Centenary Declaration calls on the ILO to direct efforts to harness the fullest potential of technological progress and productivity growth, including through social

dialogue, to achieve decent work and sustainable development, and on Member States to pursue, with the support of the ILO, policies to enhance productivity. The Director-General's Report to the postponed 2020 session of the International Labour Conference was discussed at the 341st Governing Body Session under the item "Decent work and productivity". The outcome of its considerations will inform the further development of ILO action in this area.

19. Similarly, the Governing Body's consideration of ILO work in respect of global supply chains has been ongoing since the 2016 Conference discussion. This continued with the examination of the Report of the Technical Meeting on Achieving Decent Work in Global Supply Chains at the 341st Session of the Governing Body. While opinion continues to be divided about appropriate future ILO action in this area, there is growing political and public interest in it and important institutional developments in other regional and international settings. The ILO's work during 2022–23 will, again, depend upon political decisions which cannot be anticipated.

20. Issues of occupational safety and health have come strongly to the fore during the pandemic. This was foreshadowed by the resolution on the ILO Centenary Declaration for the Future of Work adopted at the Centenary Session of the International Labour Conference, which requests the Governing Body to consider, as soon as possible, proposals for including safe and healthy working conditions in the ILO's framework of fundamental principles and rights at work. This matter too was taken up at the 341st Session of the Governing Body, and necessary action to follow up on relevant decisions will be incorporated into the programme of work for the coming biennium.

21. In the light of the political circumstances prevailing in respect of each of these issues, the programme and budget recognizes the need to address evolving requirements and to adjust activities during the biennium in accordance with decisions taken.

Focusing on measurable results and contribution to SDGs

22. The programme and budget includes a complete results framework setting out the chain of results to which the ILO intends to contribute and the corresponding indicators to measure progress at each level: outputs, outcomes, and longer-term impact (Appendix I). Detailed technical notes developed by the Office for planning, monitoring and reporting purposes at the output level further specify the

qualitative criteria that define the expected results to be achieved at country level with ILO support. The Office will continue to improve this framework with a view to increasing transparency and improving accountability. This will include, under the guidance of the Governing Body, the development of indicators for policy outcome 1 on social dialogue and tripartism to measure progress and trends.

23. The policy outcomes are closely related to key SDG targets. The inclusion of SDG indicators under ILO custodianship to track progress at the outcome and impact levels in the results framework makes explicit the ILO's contribution to delivering the 2030 Agenda (Appendix II).

Effective delivery of the programme

24. The context in which the ILO programme for 2022–23 will be delivered will continue to be characterized by extraordinary challenges in the recovery from the crisis which, in turn, place high demands on the leadership role and services of the ILO. Ensuring the achievement of sustainable results in the substantive policy areas will require ILO action to be:

- tailored to the specific characteristics of each region and country, in response to the expressed needs of tripartite constituents;
- based on evidence and knowledge generated through quality research and reliable statistics;
- focused on strengthening the capacity of constituents to address decent work-related challenges; and
- enabled by continued improvements in organizational performance.

Tailoring the programme to regional and national contexts and constituents' needs

25. The ILO's work at the regional and country levels will continue to be framed by the objectives of the Centenary Declaration and the 2030 Agenda, and contextualized in the light of constituents' demands as reflected in the conclusions of ILO regional meetings, relevant regional frameworks and Decent Work Country Programmes (DWCPs). In all regions, strengthening the institutional capacity of governments and the social partners and of social dialogue, and promoting the ratification and application of up-to-date international labour standards will be common goals of ILO work. Efforts will continue to support ILO constituents in participating in and contributing to the reformed

United Nations Sustainable Development Group (UNSDG) mechanisms at country and regional levels. The ILO will also strengthen partnerships with relevant regional and subregional organizations, including regional banks, with a view to enhancing policy coherence and to achieving more impactful decent work results.

26. In **Africa**, the economic and jobs crisis generated by the pandemic has exacerbated pre-existing vulnerabilities and decent work deficits particularly for youth and in informal employment, affecting the survival of enterprises, the quantity and quality of jobs, respect for international labour standards, and social dialogue. The ILO's work in Africa will pay particular attention to:

- extending social protection coverage and fostering labour protection and occupational safety and health;
- promoting an enabling environment for sustainable and productive enterprises, in particular micro, small and medium-sized enterprises and new start-ups in emerging green sectors, and facilitating transitions to the formal economy;
- supporting the creation of decent jobs, with a focus on women, youth and informal and rural economies through: targeted skills development and lifelong learning; pro-employment and formalization policies; development of the digital economy; and enhanced public and private employment-intensive investments;
- strengthening social dialogue with enhanced capacity of the tripartite constituents and labour market institutions for an inclusive and resilient recovery as well as for improved working conditions; and
- intensifying promotional activities related to international labour standards on gender equality, labour migration, forced labour and child labour.

27. The **Arab States region** faced difficult economic conditions even prior to the pandemic. Volatile oil prices and heavy reliance on oil exports had dampened economic and labour market performance in some countries, while many others were affected by conflicts and humanitarian crises. The COVID-19 crisis has brought particular difficulties for workers in the informal economy, migrant workers and refugees. The ILO's work in the region will pay particular attention to:

- nurturing an enabling environment for sustainable and more resilient enterprises and promoting comprehensive national employment policies,

including strategies aimed at supporting employment creation in emerging sectors;

- fostering investment in skills development and lifelong learning for all workers, in response to changing labour market needs;
- expanding sustainable social protection schemes and scaling up occupational safety and health, ensuring equal treatment and access to decent work for migrant workers, refugees and other vulnerable groups; and
- aligning national legislation with international labour standards and accelerating efforts on gender equality and non-discrimination.

28. The economic contraction and lockdowns ensuing from the COVID-19 pandemic have affected all countries in **Asia and the Pacific**, especially those that depend heavily on export-oriented manufacturing and tourism, leading to income reductions for enterprises and workers, many of them in the informal economy. The large number of returned migrant workers compounded the socio-economic challenges. In the region, the ILO's work, based on social dialogue and its normative foundation, will pay particular attention to:

- advocating for economic diversification, regional integration and inclusive local growth that generates decent jobs;
- strengthening employment policies leading to formalization and to an enabling business environment;
- strengthening social protection and labour market institutions to effectively protect all workers and improve labour market outcomes, with particular attention to violence and harassment, labour migration, governance and refugees;
- advancing partnerships with key actors and organizations in the world of work and unlocking financing in support of the human-centred agenda for a recovery from the crisis leading to a better future of work.

29. The effects of the pandemic in **Europe and Central Asia** have confirmed the need to tackle pervasive decent work-related challenges such as youth unemployment, gender equality, child labour, working conditions, and the socio-economic integration of groups in vulnerable situations, including migrants, refugees and older workers. In some countries, the crisis has highlighted the negative consequences of technology gaps that hinder productivity, competitiveness and economic performance, particularly in middle- and low-income

countries. The ILO's work in the region will pay particular attention to:

- promoting the development of inclusive pro-employment and human-centred macroeconomic and social protection policies, making use of best available statistical tools and advocating for further investments in the care economy and for the protection of rights of care workers;
- strengthening institutions of work, including public employment services and labour inspection, reaching out to population groups in the most vulnerable situations;
- addressing the challenges and opportunities arising from future of work trends, including telework, flexible working arrangements, care and leave policies, remote work, and work sharing; and
- developing measures to improve occupational safety and health and promoting just transitions to environmental sustainability, transition to formality, lifelong learning, and the upskilling and reskilling of the labour force.

30. The economic contraction and the labour market crisis generated by COVID-19 in **Latin America and the Caribbean** has highlighted the urgent need to address structural challenges such as inequality, informality, and the weakness of social protection systems and institutions. The ILO's work in the region will pay particular attention to:

- facilitating transitions from the informal to the formal economy through an enabling environment for sustainable enterprises that fosters productivity growth with decent work, with a focus on micro, small and medium-sized enterprises, as well as through active labour market policies, particularly targeting young workers and the sectors most affected by the crisis;
- developing lifelong learning and skills to tap into opportunities created by technological change and digitalization, and in sectors that favour a just transition to environmental sustainability, especially in countries that are more vulnerable to climate change in the Caribbean;
- mainstreaming occupational safety and health into development frameworks and sectoral protocols, and strengthening sustainable social protection systems; and
- promoting respect for labour rights in line with international labour standards, with an emphasis on persons in vulnerable situations, by: tackling the effects of the crisis on child labour; facilitating the adequate regulation of telework and platform

work; supporting indigenous populations and the socio economic integration of migrants and refugees; and developing measures to promote gender equality and equal pay, targeting especially the care economy.

Consolidating research, statistics and knowledge management

31. Robust and relevant research and statistics are essential for the provision of evidence-based policy advice to ILO constituents, supporting their capacities for effective policy formulation, and strengthening the ILO's influence in shaping national, regional and international policies that can realize the Centenary Declaration and the 2030 Agenda. Responding better to the knowledge needs of ILO constituents and reinforcing the ILO's role as the global centre of excellence in knowledge on the world of work will be key priorities in the biennium. The ILO will mobilize its research and statistical capacities and harness the latest knowledge management approaches and tools to meet them.

32. Advancing the Decent Work Agenda and the human-centred approach of the Centenary Declaration requires the ILO to further strengthen its fundamental and applied research. Particular efforts will be devoted to fostering evidence and understanding of the centrality of the human-centred approach framed by the Centenary Declaration to the pursuit of an inclusive and sustainable economic and social recovery from the COVID-19 pandemic, as well as to the sustainable development model set out in the 2030 Agenda. The ILO will leverage the knowledge and expertise of its tripartite constituents when designing and undertaking research, including in areas of priority importance such as the promotion of productivity growth with decent work, and in developments relating to global and national supply chains. As part of this effort, the Research Department will work in closer cooperation with ILO offices in the regions and other technical departments at headquarters, as well as with research institutions around the world, including other multilateral institutions.

33. The ILO will seek to increase the reach and impact of flagship publications, major reports and other knowledge products by more systematically developing derivative knowledge products and training programmes that facilitate awareness and use in key audiences and constituencies. The implementation of a common approach to flagship reports will be further pursued with a view to making the best use of capacities within the Office, optimizing the resources available for each report, and achieving

greater impact among constituents and other stakeholders.

34. Knowledge products will rely on a solid and expanded statistical base resulting from continued technical assistance and capacity-building on statistical systems that enable the production of good quality and timely statistics at country level. The ILO will continue to innovate in the use of nowcasting methodologies and of non-traditional sources to complement official statistics. Forging stronger partnerships with other agencies will help to ensure the availability of reliable and timely decent work data. ILOSTAT will be further developed to allow for improved accessibility, enhanced content, and wider and more user-friendly dissemination.

35. Continuing efforts to strengthen the ILO knowledge management function will be critical in supporting improved knowledge-sharing, collaboration within the Office, dissemination, and uptake by constituents and key stakeholders. The focus will be on fostering more cooperative ways of working in support of integrated policy approaches, deploying Office-wide systems for improved data and content management, and knowledge discovery, and improving knowledge-sharing, both internally and externally. This will be accompanied by the promotion of innovative ways of working – from increased use of remote and distributed collaboration networks to research crowdsourcing and use of foresight methods – and technological innovations, such as warehousing and data mining, data visualization and dashboarding to consolidate ILO leadership and influence in debates on the future of work. How this will be achieved is further elaborated in paragraph 46 below.

Strengthening the capacity of ILO constituents

36. Further improvement of the ILO's own performance in helping develop the capacities of its tripartite constituents will be central to the construction of participatory processes to build back better from the COVID-19 crisis and to deliver on the 2030 Agenda.

37. The results areas in the ILO-wide strategy for institutional capacity development approved by the Governing Body in March 2019 will continue to drive the work of the Organization. Technical capacity development across the substantive policy dimensions of the Strategic Plan for 2022–25 and outcome areas of the Programme and Budget for 2022–23 will be premised on the centrality of the ILO's normative instruments and tripartism. Emphasis will be placed on supporting transitions towards a better and greener world of work, addressing challenges and

seizing opportunities arising from accelerated future of work trends, such as digitalization and telework. Increasing the resilience of social partner organizations and labour administrations will be a key priority of capacity development during the biennium.

38. The International Training Centre of the ILO in Turin will have a central role in the implementation of the ILO capacity development strategy at the individual, organizational and system levels, through extended outreach to both ILO constituents and partner training institutions at national and regional levels. In rapidly changing conditions, the Turin Centre will leverage its established expertise in a new service delivery model combining training, technical advice, media development, knowledge-sharing and dialogue.

39. Drawing on lessons learned from the increase in virtual and remote capacity development modalities in 2020–21, the Centre will strive to further align its operational model to new realities through an innovative approach to capacity development and the accelerated development of distance and blended institutional and systemic capacity development programmes to complement individual, face-to-face training. The focus will be on learning innovation, digital learning and digital collaboration, supported by virtual reality applications and innovation laboratories.

Ensuring continued improvements in organizational performance

40. The ILO will pursue its trajectory of continuous improvement in its organizational performance. The three enabling outcomes have been significantly revised with a view to increasing the ILO's influence and leadership and delivering greater value for money in order to better support the effective and efficient delivery of its mandate and to provide necessary assurances in respect of oversight, transparency and accountability. The revised enabling outcomes are organized as follows:

- A. Improved knowledge and influence for promoting decent work
- B. Improved leadership and governance
- C. Optimized use of resources

41. Asserting the leadership role of the ILO on world of work issues will require continued strengthening of statistical and research management capacities and an effective culture for knowledge generation and dissemination, combined with stronger partnerships to increase the uptake of the ILO's agenda and work (enabling outcome A).

42. The ILO's leadership of a human-centred recovery with decent work will also require unlocking the full potential of tripartism to build consensus and shape effective policy responses, globally and at the national level (enabling outcome B). The Office will strive to ensure wide engagement of its Members in effective and inclusive decision-making and priority-setting by the Organization through a strategic approach to agenda-setting for the Governing Body and the International Labour Conference, while strengthening evaluation, accountability and oversight.

43. At country level, the focus will be on effective strategic planning and programming based on results-based management principles, ensuring that all DWCPs reflect the specific needs of countries, are led and owned by the tripartite constituents, and are framed by, and inform, the UN Sustainable Development Cooperation Frameworks.

44. To optimize the use of resources, the Office will continue to develop systems and policies to further enhance results-based management, ensuring financial accountability, innovation in business methods, transparency and value for money. Efforts and investments will be devoted to ensuring that the digital and physical infrastructure guarantee business continuity and safe and healthy working conditions, as well as to expanding the diversity, skills and capacities of ILO staff (enabling outcome C).

45. The biennium 2022–23 could be a period of exceptional volatility and uncertainty. Major risk factors include the effect of the COVID-19 pandemic on decent work financing and international cooperation, uncertain commitment to multilateralism and the values that underpin it, and the danger of cyberattacks and cybercrime (Appendix III). The ILO will therefore continue building innovative systems and attitudes among its staff to respond agilely and flexibly to the threats presented by such risks.

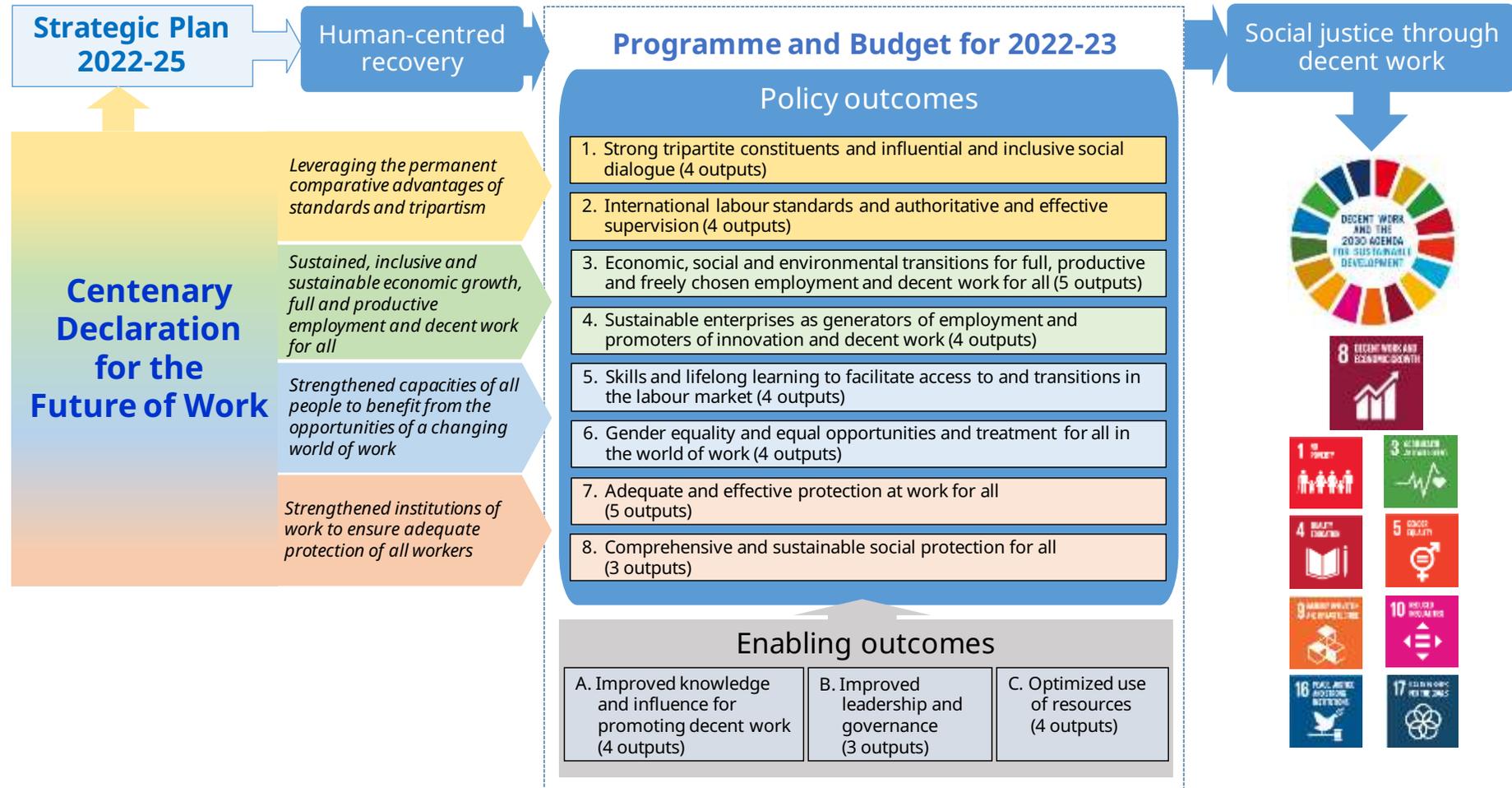
46. These three enabling outcomes, together with the necessary strengthening of knowledge management (see paragraph 35 above), reflect core institutional priorities in which the Organization must invest if it is to successfully meet the ambition of the Centenary Declaration and achieve the impact required from each of the policy outcomes. Therefore a new unit is established to drive knowledge and innovation across the Office to ensure it is best placed to meet the challenges facing the Organization. The unit will work in close association with the Turin Centre as it develops its new service delivery model.

47. The unit will have as its priority areas of action:

- **Fostering a culture of collaboration and innovation** by introducing principles, practices and behaviours to enable and promote ways of working together more effectively and participating actively in continuous improvement and the testing of new approaches.
 - **Leading improved data and content management** to facilitate easy and effective access to various types of information, data and documents through Office-wide systems that facilitate knowledge-sharing and collaboration.
 - **Spearheading knowledge-sharing**, both internally and externally, to ensure that the knowledge generated by the ILO has the greatest possible impact.
- **Developing the institutional capacities** in knowledge management and innovation to ensure that the required tools, skills and competencies to collaborate, share knowledge and innovate are further enhanced.
 - **Facilitating the formulation and implementation of innovative policies, products and services** to better respond to constituents' needs and optimize service quality and process efficiency in both technical advice and delivery mechanisms.

48. The establishment of this unit will provide expertise on a variety of innovation, change and knowledge management methodologies and give the Office access to internal expertise to drive the development and implementation of improvements in operations, policy advice, knowledge products and the services supporting delivery to constituents.

► Figure 1. Summary of the elements of the Programme and Budget for 2022-23



Resource allocations

Regular budget

49. The budget reflects continued efforts to improve the efficiency and effectiveness of all operations across the Office in order to redeploy resources to emerging needs and the highest priorities.

50. The regular budget for 2022–23 as shown in table 1 is US\$790.64 million: a zero real growth budget, identical in constant US dollars to the budget approved for 2020–21. This is done in recognition of the financial constraints that continue to be faced by many Member States.

► **Table 1. Strategic budget by appropriation line**

	Strategic budget 2020–21 (in US\$) *	Strategic budget 2022–23 (in constant 2020–21 US\$)	Strategic budget 2022–23 (recosted (US\$))	Strategic budget 2022–23 (recosted and revalued (US\$))
Part I. Ordinary budget				
A. Policymaking organs	50 267 588	49 864 567	50 229 701	54 844 472
B. Policy outcomes	626 425 218	631 197 289	642 639 654	678 667 334
C. Management services	61 418 750	60 878 294	60 990 518	65 924 712
D. Other budgetary provisions	42 430 168	42 430 168	43 472 457	46 426 005
Adjustment for staff turnover	-6 303 318	-6 303 318	-6 409 110	-6 903 130
Total Part I	774 238 406	778 067 000	790 923 220	838 959 393
Part II. Unforeseen expenditure				
Unforeseen expenditure	875 000	875 000	875 000	875 000
Part III. Working Capital Fund				
Working Capital Fund				
Total (Parts I–III)	775 113 406	778 942 000	791 798 220	839 834 393
Part IV. Institutional investments and extraordinary items				
Institutional investments and extraordinary items	15 526 594	11 698 000	11 750 700	12 925 807
Total (Parts I–IV)	790 640 000	790 640 000	803 548 920	852 760 200

* The strategic budget for policymaking organs includes resources from the Official Meetings, Documentation and Relations Department and the Internal Services and Administration Department which directly support governance activities. To facilitate comparison with 2022–23 figures, the 2020–21 budget was restated to reflect: (a) revaluation of the recosted budget at the budget rate of exchange of CHF1 to the US dollar; and (b) the funding of the UNSDG UN Resident Coordinator system from efficiency gains and programme reductions in Part I of the budget.

51. Within this zero real growth budget context for 2022–23, a total amount of US\$10.44 million has been identified for redeployment, as a result of:

- reduction of travel and meeting costs through the increased use of information technology;
- planned vacancies and retirements enabling the re-profiling of technical positions and a reduction in the number of administrative positions;
- more effective and efficient use of non-staff resources; and

- the reallocation of US\$3.8 million from institutional investments under Part IV to support the programme of work in Part I.

52. This continues the approach in recent biennia of introducing new and more efficient ways of delivering services. Taken together with the total accumulated redeployment over the past four biennia of US\$69.4 million, this now represents some US\$79.84 million of ongoing reallocations, equivalent to almost 10 per cent of the regular budget for 2022–23.

53. This US\$10.44 million has been redeployed as follows:

- US\$3.27 million to create eight new technical positions – three at headquarters and one in each of the five regions;
- US\$4.57 million to offset fully the ILO contribution to the UN Resident Coordinator system for 2022–23;
- US\$2.24 million to create a new innovation and knowledge management unit, and
- US\$0.36 million to establish a full-time ethics officer position as recommended by the Joint Inspection Unit of the UN system.

54. Overall, the budget reflects a further movement of resources from administrative and support functions to front-line technical services at headquarters and in the regions. Allocations for policy outcomes have increased by US\$4.77 million in constant 2020–21 dollars, while the allocation for administrative and management support is decreased by US\$1.54 million. Similarly, there is an increase of US\$2.02 million in allocations to regional programmes.

Institutional investment

Building and Accommodation Fund

55. The budget includes an investment of US\$7.2 million in the Building and Accommodation Fund in line with the strategy adopted by the Governing Body at its 310th Session (March 2011) ⁴ for the financing of refurbishment and renovation of ILO buildings. This provision represents 1 per cent of the insurance value of ILO buildings.

Information Technology Systems Fund

56. In approving the Information Technology Strategy 2018–21, the Governing Body endorsed in principle

the reactivation of the Information Technology Systems Fund, originally established in 2000 with an indicative biennial provision of US\$9 million. ⁵ The exact provision was to be determined in the context of future programme and budget discussions and needs, in order to ensure that funding would be available across biennia.

57. The current pandemic has confirmed the critical importance of robust, up-to-date and secure systems to ensure that the Office can continue to deliver its mandate effectively. The budget includes two projects deferred from the previous biennium at a total cost of US\$4.5 million:

- the replacement of the Intranet software as an essential tool for effective communication across the Office; and
- an Electronic Record Management System (ERMS), to provide an efficient Organization-wide environment to store, collate and share all types of information collected by the Office.

Cost increases

58. The real level of the budget is kept at the 2020–21 level. As in previous biennia, the budget level has been analysed in the context of the current international economic environment to ensure that the impact of inflation, exchange rate movements and other factors are incorporated into the budget to maintain the Organization's capacity to deliver its approved programme of work. Specific consideration is given to costs and their trends in external offices, as inflation varies significantly between and within regions. Based on this analysis a nominal increase of US\$12.9 million is required to retain the real level of the 2020–21 budget. This represents an increase of 1.63 per cent over the two-year period. These cost factors are further described in Information Annex 2.

Integrated budgeting for results

59. The Programme and Budget for 2022–23 will be financed by the approved level of the regular budget and the estimated level of voluntary funding from development partners. Table 2 presents the total resources – regular and extrabudgetary – allocated to each of the policy outcomes. Regular budget allocations are increased for all eight policy outcomes. The resource attribution to each of the eight policy outcomes reflects the inputs from all policy departments and regions. Consequently, the resources

⁴ GB.310/PV, para. 139.

⁵ GB.331/PV, para. 798.

attributed to a particular outcome, as outlined in the strategic budget, are higher than the resources assigned to relevant lead technical units in the operational budget. Additional information on the contributions of each department and programme in the field to the eight policy outcomes is provided in Information Annex 4.

60. Regular budget allocations will be supplemented by extrabudgetary resources (XBDC) made available by development partners. Table 2 provides for estimated expenditure of US\$520 million from extrabudgetary resources and US\$30 million from the

Regular Budget Supplementary Account (RBSA). These estimates are based on the expenditure of previous years and confirmed and anticipated future contributions from development partners. The estimated increase in XBDC expenditures of US\$50 million compared to 2020–21 is mainly due to increasing levels of voluntary contributions in recent years and retained balances that will continue to be available in 2022–23.

61. Significant increases in estimated extrabudgetary expenditures are forecast for outcomes 1, 2, 5, 7 and 8, with some decreases for outcomes 3, 4 and 6.

► **Table 2. Strategic framework, total resources in 2020–21 and for 2022–23 (in US\$ million)**

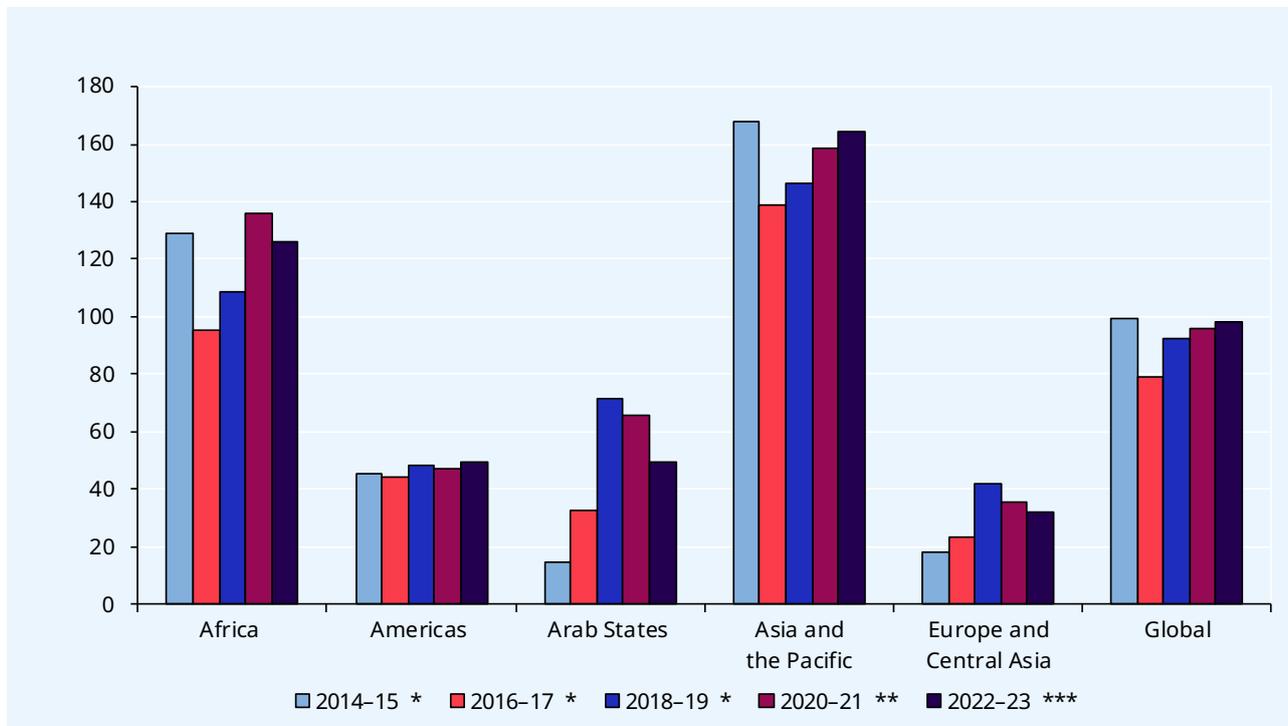
Outcome	Revised regular budget 2020–21 *	Estimated extrabudgetary expenditure 2020–21	Estimated RBSA 2020–21	Regular budget 2022–23	Estimated extrabudgetary expenditure 2022–23	Estimated RBSA 2022–23
Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue	102.1	11.0		109.9	20.8	
Outcome 2: International labour standards and authoritative and effective supervision	56.9	11.0		61.2	15.6	
Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work	69.7	127.0		75.0	109.2	
Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work	48.9	56.0		52.7	55.0	
Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market	41.8	45.0		45.1	64.6	
Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work	40.8	35.0		43.9	30.0	
Outcome 7: Adequate and effective protection at work for all	95.0	147.0		102.2	172.8	
Outcome 8: Comprehensive and sustainable social protection for all	42.7	38.0		46.0	52.0	
Subtotal policy outcomes	497.9	470.0	30.0	535.9	520.0	30.0
Support services	128.5			142.7		
TOTAL	626.4	470.0	30.0	678.7	520.0	30.0

* To facilitate comparison with 2022–23 figures, the 2020–21 budget was restated to reflect: (a) revaluation of the recosted budget at the budget rate of exchange of CHF1 to the US dollar; and (b) the funding of the UNSDG UN Resident Coordinator system from efficiency gains and programme reductions in Part I of the budget. In addition, the support services for 2022–23 include the budget for the innovation and knowledge management unit.

62. Figure 2 provides the estimated extrabudgetary expenditure by region. Estimated expenditure for all regions is expected to increase in 2022-23 other than

for the Arab States region, where normal expenditure levels will resume after exceptional funding levels in recent years due to the refugee crisis.

► **Figure 2. Actual and estimated extrabudgetary expenditure by region, past biennia and 2022-23 (in US\$ million)**



* Actual expenditures. ** Actual expenditures for 2020 as at 4 January 2021 and estimated for 2021. *** Estimated expenditures.

63. The Office will seek to diversify and expand its partnerships to secure resources needed for the delivery of the policy outcomes, including through lightly earmarked and unearmarked contributions. It will implement a forward-looking partnership and funding approach, taking as a starting point the expected results for each policy outcome, in line with the ILO Development Cooperation Strategy 2020-25 adopted by the Governing Body in November 2020.

64. In the context of the reform of the UN development system and funding modalities, the Office will work closely with UN Resident Coordinators, development partners and the ILO tripartite constituents to improve access to extrabudgetary funding for the policy outcomes.

▶ II. Policy outcomes

65. This section presents the eight policy outcomes. For each outcome, the text identifies: persisting challenges, emerging needs and opportunities; the focus of the ILO's work in 2022–23; and the outputs that will be delivered to that effect. The complete

results framework, including indicators, means of verification, targets and baselines, is provided in Appendix I. The links between the policy outcomes and the SDGs are set out in Appendix II.

Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue

Persisting challenges, emerging needs and opportunities

66. The need for strong, democratic, independent and representative employers' and workers' organizations, effective and adequately resourced labour administrations, and robust and inclusive social dialogue institutions and processes remains fundamental, especially in times of crisis and recovery. These institutions are the bedrock of labour market governance, a prerequisite for social justice and the building blocks for the delivery of the ILO's overall programme and mandate. Social dialogue in all its forms is crucial for policy coherence and effective crisis and resilience management. It is also a key governance instrument in managing and responding to transformations in the world of work. However, these transformations are also posing challenges for social dialogue, its representative actors, and other labour market institutions and processes.

67. The response to the COVID-19 pandemic demonstrated the undisputed value of social dialogue at all levels to deliver immediate, inclusive and effective policy responses. The representative nature of employers' and workers' organizations enabled a whole economy approach and facilitated swift action. At the same time, in many countries the effects of the crisis, including lockdowns, severely constrained the operating capacity and resilience of social partner organizations as well as their ability to provide services to their members and influence policymaking. Furthermore, restrictions on fundamental principles and rights at work and on the independence of employers' and workers' organizations still pervade and weaken social dialogue in many countries, thereby hampering effective and inclusive recovery strategies.

The ILO focus in 2022–23

68. In this context, the ILO will continue to place particular emphasis on strengthening the institutional capacity of employers' and workers' organizations to develop forward-looking solutions to sustain and improve operations in order to reinforce their representative, leadership and advocacy roles, while renewing membership strategies, service provision and delivery mechanisms, and enhancing policy advocacy and influence.

69. Cooperation with governments will focus on legal and institutional frameworks that enable all parties to engage effectively in all forms of social dialogue, as well as on building strong and well-resourced labour administration systems, which are essential for good labour market governance, compliance with international labour standards, sound workplace relations and evidence-based policymaking. Further efforts will be pursued to develop modern, innovative, strategic and competent labour inspectorates, capable of supporting well-functioning labour markets by integrating the interdependent and complementary functions of advice and information along with enforcement of legal provisions relating to the protection of workers.

70. The ILO will continue to support the engagement and advocacy role of its constituents in national, regional and international forums and the wider multilateral system to show the value of tripartism and social dialogue to institution building, policymaking and improved workplace relations. In the framework of the reform of the United Nations development system and the UN Decade of Action (2020–30), ILO development cooperation will strengthen the capacity of governments and social partners to lead and support smarter solutions to achieve the decent work-related SDGs and to mobilize more resources at regional and national levels.

Output 1.1. Increased institutional capacity of employer and business membership organizations

71. Employer and business membership organizations (EBMOs) have played a critical role in helping businesses address the economic and social impact of the COVID-19 crisis. At the same time, EBMOs have also been challenged to rethink their value proposition to members, enhance resilience and membership retention strategies, adapt service provision and increase their ability to influence policy. The ILO's support to EBMOs will achieve economies of scale by customizing tested global approaches in the above areas, enabling cost-effective replicable solutions and knowledge-sharing. Use of digital channels will be expanded to assist EBMOs with member engagement, data collection, analysis, research and thought leadership. Enhanced efforts will be required to help EBMOs lead the business community to navigate the transformative changes in the world of work and to advocate for productivity growth and an enabling environment for sustainable enterprises, including by effectively representing the interests of both domestic enterprises and foreign investors. Enhanced coordination and partnerships with other business organizations will increase the effectiveness and relevance of EBMOs and promote a more integrated and unified private sector voice.

72. At the country level, the ILO will support EBMOs in:

- enhancing their organizational resilience to internal and external shocks and changing realities by supporting the adaptation and strengthening of their resource structures, as well as the development of mitigation and risk management processes, strategic and business continuity plans, and governance models that are diverse and inclusive;
- developing membership recruitment and retention strategies through innovative approaches to reinforce and extend their representational strength, particularly in under-represented sectors or enterprises;
- developing digital, scalable and sustainable services to support current and potential members, including during times of crisis and recovery;
- strengthening their analytical capacity to address enterprise needs through evidence-based advocacy and effective policy dialogue and their institutional capacity to participate in social dialogue and UN Cooperation Framework processes;
- improving their individual and institutional capacity to provide business leadership through effective

communication, coordinated and unified representation of the private sector, and diverse partnerships and alliances, including with informal economic actors and new forms of businesses.

73. At the global level, the ILO will:

- develop knowledge products that examine evolving business trends through data collection and analysis of macro, sectoral and enterprise level factors, and assess opportunities and challenges for business competitiveness and resilience, and productivity growth;
- build capacity development programmes to strengthen the institutional resilience of EBMOs, adapt methods for organizational change management and support their efforts to find innovative ways to add value to their members, in collaboration with the Turin Centre;
- develop and expand approaches to support the transformation of EBMOs, including through adoption of technology and using data as a strategic asset for evidence-based advocacy and needs-based services;
- develop guidance to assist EBMOs in exercising business leadership to contribute to the achievement of the SDGs.

Output 1.2. Increased institutional capacity of workers' organizations

74. The COVID-19 pandemic has added a new sense of urgency to the challenges facing workers' organizations to respond to transformations in the world of work driven by globalization and by demographic, environmental and technological changes, as well as to play a crucial role in crisis mitigation, response and recovery. In order to contribute to building stronger, more sustainable and equal economies and societies, workers' organizations must continue to exercise leadership, demonstrate relevance and provide quality services to their current and new members. In this context, they need to bolster their capacity to analyse and understand the new realities in the world of work, shape and influence economic, social and sustainable development policies, strengthen their own institutional and organizational processes, and adopt innovative strategies, especially in the new context brought about by the crisis. Workers' organizations also need to work with governments and employers' organizations to develop a conducive environment for qualitative and meaningful social dialogue based on trust and respect of their rights and independence.

75. At the country level, the ILO will support workers' organizations in:

- building organizational strength through new approaches to governance, structures and organizational processes, including monitoring, evaluation and reporting modalities;
- attracting, integrating and representing all groups of workers in the economy, recognizing the need to ensure gender equality and the effective transition to formality, through innovative strategies;
- providing new or improved services to their members, taking into account ongoing transformations in the world of work;
- developing proposals for negotiations at bipartite and tripartite social dialogue mechanisms, including collective bargaining agreements at all levels, focusing on relevant areas;
- contributing effectively to the formulation and coherent implementation of economic, social and environmental policies at the national, regional and international levels, including in multilateral frameworks or institutions.

76. At the global level, the ILO will:

- develop knowledge and document good practices on new forms of representation and organizational models, including with respect to the use of digital technologies and communication in organizing and in service provision to members;
- develop strategies to support the participation of workers' organizations in social dialogue and collective bargaining at all levels, including cross-border;
- develop innovative knowledge products, communication programmes and strategies for policy advocacy, including on the role of workers' organizations in the promotion and implementation of the Centenary Declaration and the SDGs;
- elaborate training curricula and innovative delivery modalities, including with the Turin Centre, on priority policy areas, with a focus on the role and voice of trade unions in ensuring policy coherence at the national and the international levels.

Output 1.3. Increased institutional capacity and resilience of labour administrations

77. A well-functioning labour market where both the needs of employers and workers are met within a framework of established rights and guarantees requires a sound labour administration system

capable of identifying trends, generating knowledge, anticipating transformation, addressing risks in a timely manner and adopting responsive policies and measures, effectively regulating labour markets, creating resilience and shaping social and economic policies. The ILO will contribute to strengthening the capacity of labour administrations through a gender-responsive and integrated approach to labour market regulation and labour law compliance, in a context of crisis recovery, based on social dialogue, good governance, the rule of law, integrity, public interest and innovation.

78. At the country level, the ILO will support its constituents in:

- assessing, strengthening and adapting labour administration and inspection systems to the new context brought about by the COVID-19 crisis and the need for a just transition to environmental sustainability, with a focus on regulatory frameworks, structures, policies, strategies and procedures, in line with the Labour Inspection Convention, 1947 (No. 81), the Labour Inspection (Agriculture) Convention, 1969 (No. 129), the Labour Administration Convention, 1978 (No. 150), and the Protocol of 1995 to the Labour Inspection Convention, 1947;
- strengthening the capabilities of labour administrations and labour inspectorates to adopt and better use information management systems to deploy new technology for evidence-based policymaking, planning and service delivery, and to develop and use methodologies, techniques and skills responsive to needs of employers and workers;
- deploying cooperative and informed approaches to address compliance gaps through strategic compliance interventions, policy and organizational change;
- reinforcing the qualification of labour inspectors and other labour administration staff, through initial and lifelong training, including through e-learning.

79. At the global level, the ILO will:

- develop knowledge and advocacy initiatives for stronger systems of labour administration and inspection, including the promotion of ratification and implementation of Conventions Nos 81, 129 and 150 and the Protocol of 1995 to the Labour Inspection Convention, 1947;
- develop and disseminate materials on good governance and labour inspection practices to address and recover from crises, including epidemics and major industrial accidents, and on

topics highlighted in the Conclusions on labour administration and labour inspection adopted by the International Labour Conference in 2011, with a focus on workers in the public sector, the informal economy, and diverse forms of work arrangements;

- develop and disseminate practical solutions on the use of technology for labour administration institutions (e-administration), namely to facilitate reaching sectors and groups of workers most affected by the COVID-19 crisis or those traditionally excluded from labour administration services, including in the informal economy;
- promote and support global and regional networks and events on labour administration and labour inspection in cooperation with the Turin Centre, including the Labour Administration and Labour Inspection Academy advocacy initiatives for dissemination of the ILO guidelines on labour inspection, and regular exchanges of information and practices between experts.

Output 1.4. Increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions

80. The immediate response to the COVID-19 pandemic has reconfirmed that solutions developed through social dialogue reflect better the realities of the world of work and are likely to have greater legitimacy and support during implementation. At the same time, the crisis has also highlighted that enhanced efforts are required to further strengthen laws, processes and institutions for social dialogue, including collective bargaining, and to improve the inclusiveness of legal institutional frameworks for labour relations, while encouraging effective workplace cooperation. These are critical labour market governance tools for building a human-centred, inclusive, gender-responsive and resilient world of work. Enhanced engagement and investment on the part of governments at all levels in support of social dialogue and labour relations are essential.

81. At the country level, the ILO will support its constituents in:

- enhancing the role and performance of tripartite social dialogue institutions to make them more effective, inclusive and responsive to the new context created by the COVID-19 pandemic in line with the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144);
- strengthening institutions, processes and outcomes of labour relations through the provision of strategic advice and capacity development,

targeting governments and social partners who are engaged in policies to support freedom of association and the effective recognition of the right to collective bargaining, in line with the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), as well as workplace cooperation, in line with the Co-operation at the Level of the Undertaking Recommendation, 1952 (No. 94);

- strengthening their ability to foster an enabling legal and institutional environment for social dialogue, including collective bargaining, and sound labour relations, including through targeted training for relevant government institutions and officials;
- supporting legal reforms to promote social dialogue in enterprises or groups of enterprises, and strengthening grievance mechanisms at the enterprise level;
- revising legal frameworks in relation to dispute prevention and resolution to extend and protect rights for all, streamlining procedures and reinforcing the qualifications and capacity of personnel.

82. At the global level, the ILO will:

- continue to compile data – primarily through ILOSTAT/IRData and IRLEX – and produce policy briefs and resource materials to support action to strengthen social dialogue and labour relations institutions;
- develop knowledge products, including the second edition of the flagship report on the strategic objective of social dialogue and tripartism, and research on how social dialogue, labour relations and dispute prevention and resolution can help mitigate and manage crises, strengthen resilience and facilitate transformative change, transitions and adaptations in the world of work;
- in cooperation with the Turin Centre, deliver capacity development programmes, including through virtual means, for tripartite constituents and other concerned stakeholders on social dialogue and labour relations, with a focus on their role in crisis management and sustaining recovery;
- launch promotional campaigns and advocacy materials to promote recognition of the value of social dialogue and tripartism among UN agencies, especially in post-COVID-19 socio-economic responses and strategies to achieve the SDGs.

Outcome 2: International labour standards and authoritative and effective supervision

Persisting challenges, emerging needs and opportunities

83. The Centenary Declaration reaffirms that the setting, promotion, ratification and supervision of international labour standards is of fundamental importance to the ILO. It therefore summons the Organization to have and promote international labour standards that respond to the changing patterns of the world of work, protect workers, take into account the needs of sustainable enterprises, and are subject to authoritative and effective supervision.

84. As countries strive to recover from the COVID-19 pandemic, standards provide a tried and trusted normative foundation to guide Member States in building back better and rendering economies and societies more resilient, fair and inclusive. Standards support policy coherence, provide a level playing field within and across countries to push back at the inequalities exposed by the pandemic, drive productivity gains needed to sustain decent standards of living, and regenerate trust in an open global economy that leaves no one behind.

85. More than ever it is vital that the Organization and its Member States are equipped with standards fit for the purpose of bolstering the resilience of people, constituents and their communities based on decent work and that these standards realize their impact through their ratification and effective application. This calls for building on progress achieved in 2020 with the historic universal ratification of the Worst Forms of Child Labour Convention, 1999 (No. 182), and the entering into force of the Violence and Harassment Convention, 2019 (No. 190), two years after its adoption. Updating national ratification records presents an opportunity for all Member States to realize the full potential of standards. Labour administrations can take this opportunity to streamline their reporting obligations and enhance the impact of tripartite consultations and supervisory comments on recovery policies. Equally important to the impact of standards is their continuous supervision. In view of the constraints imposed by the pandemic, during the course of 2020 the ILO supervisory bodies adjusted their working methods to continue reviewing compliance with all ratified Conventions. The success of their work in helping advance social justice rests significantly on their continued ability to review compliance with the most up-to-date standards in particular areas.

The ILO focus in 2022–23

86. The pandemic uncovered pre-existing and new policy gaps that have left many workers and businesses exposed to shocks across all sectors of the economy. Recovery measures must address these gaps and tighten the policy coherence between economic growth, productive employment and decent work envisaged in SDG 8 and informed by international labour standards. Continued efforts will be placed on:

- intensifying the work of the Standards Review Mechanism Tripartite Working Group (SRM TWG) and stepping up support for the follow-up on its recommendations as approved by the Governing Body, including for standard setting and with respect to preparing or updating guidelines and codes of practice;
- assisting with the review of the situation of Member States as regards the ratification and effective application of standards with a view to achieving a progressively increasing coverage of each of the strategic objectives of the Decent Work Agenda, while continuing the promotion of universal ratification of fundamental and governance Conventions.

87. At country level, this support will be provided through national mechanisms for social dialogue, gender equality, labour law reform, labour dispute settlement and human rights protection, enhancing the ILO's role in the UN country teams. At global level, the programme of work will continue to support various innovations to strengthen and enhance the transparency of the supervisory system as decided and periodically reviewed by the Governing Body. More influential outreach will be pursued by expanding cooperation with traditional and new partners.

88. The General Surveys of the ILO supervisory bodies will focus on instruments promoting decent work for nurses and domestic workers (2022), who were at the frontline of the emergency response, the majority of which are women; and on gender equality in the context of standards on discrimination, maternity protection and workers with family responsibilities (2023). In view of the impact of the pandemic in different economic sectors, the strategy will also entail increased support for the ratification and application of sectoral standards and the implementation of sectoral codes of practice and guidelines, including in

relation to seafarers, fishers, health and public services personnel, as well as for workers in sectors such as construction, mining, tourism, education and agriculture. Support will focus on increasing the capacity of the constituents to apply sectoral standards and tools in the framework of global recovery plans and strategies, ensuring policy coherence and increasing inter-institutional coordination.

Output 2.1. Increased capacity of Member States to ratify international labour standards

89. The capacity of Member States to advance social justice through the ratification and effective application of standards depends on the Organization's work to have and promote a clear, robust, up-to-date body of international labour standards. Effective follow-up will be given to the recommendations of the SRM TWG, including in respect of the improved design of future standards and a strategic approach to setting the agenda of the International Labour Conference, so that Member States can rely on normative guidance responsive to the changing patterns in the world of work in pursuit of the 2030 Agenda.

90. At the country level, the ILO will support its constituents in:

- undertaking gap analyses and pre-ratification reviews of national laws and practices;
- conducting tripartite consultations on proposals for ratification and developing the capacity of the social partners to participate effectively in all standards-related consultations;
- increasing capacity to prepare for ratification and effective application, including through the exchange of ratification and application experience with other Member States;
- developing and validating national policy papers on international labour standards, with a gender equality and non-discrimination perspective, highlighting their relation with national priorities, the 2030 Agenda and the importance of ratifications covering the entire Decent Work Agenda.

91. At the global level, the ILO will:

- operate a help desk to facilitate the engagement of constituents with the SRM and its follow-up at the national level;
- accelerate the use of information technology and distance learning in response to constituents' needs, ensuring access to practical and user-

friendly information to facilitate ratification and effective application;

- continue to strengthen partnerships and alliances with the UN system, development partners, development banks and international financial institutions in order to support Member States in their efforts towards universal ratification of the fundamental and governance Conventions.

Output 2.2. Increased capacity of Member States to apply international labour standards

92. The ILO supervisory bodies ensure that normative commitments to social justice and decent work are effectively put in practice. The ILO assists Member States in identifying viable options for closing the normative gaps identified by ILO supervisory bodies and preventing disputes.

93. At the country level, the ILO will support its constituents in:

- explaining and addressing comments from the ILO supervisory bodies regarding the implementation of international labour standards;
- reviewing draft regulatory texts, in particular labour legislation, maritime labour regulations and bilateral agreements governing migration for employment, based on expertise in comparative labour law, international labour standards and gender responsive drafting;
- improving the access of all workers to effective legal remedies and promoting the enforcement of national labour laws in compliance with international labour standards through strengthened dispute prevention and resolution mechanisms, based on sound diagnostics of the performance of the labour dispute settlement system;
- servicing arrangements for optional voluntary conciliation or other measures as part of the operation of the representations procedure under article 24 of the Constitution, in accordance with decisions taken by the Governing Body.

94. At the global level, the ILO will:

- facilitate the work of the supervisory bodies and their discussions on working methods in order to further strengthen tripartism, coherence, transparency and effectiveness;
- continue to report annually and refine further SDG indicator 8.8.2 on labour rights as per the methodology approved by the 20th International Conference of Labour Statisticians (ICLS) in 2018 and endorsed by the Governing Body;

- continue to develop the capacity of the constituents, members of the judiciary, labour dispute settlement authorities and legal professionals in collaboration with the Turin Centre.

Output 2.3. Increased capacity of Member States to engage in a forward-looking international labour standards policy

95. Building the capacity of the tripartite constituents to participate fully and effectively at all stages of the normative cycle is critical to ensuring that standards have impact in all situations. To strengthen policy coherence in the multilateral system, the ILO must also build the capacity of the constituents, staff and multilateral counterparts to use international labour standards in framing and implementing national strategies to build back better and achieve the SDGs, focusing on communication, knowledge-sharing and awareness-raising. Simplifying and streamlining reporting obligations reduces the administrative burden and frees up the capacity of labour administrations to invest in standards-related social dialogue.

96. At the country level, the ILO will support its constituents in:

- strengthening their engagement in and ownership of labour standards procedures through effective tripartite consultations;
- complying with reporting obligations on labour standards through capacity development and through the streamlining of reporting on ratified instruments, as per the decisions taken by the Governing Body;
- integrating the ratification and application of international labour standards into national development strategies, Decent Work Country Programmes, UN Cooperation Frameworks and development cooperation projects;
- effectively using the synergies between the ILO supervisory system and UN universal periodic reviews and treaty-based human rights monitoring mechanisms in collaboration with the Office of the United Nations High Commissioner for Human Rights (OHCHR).

97. At the global level, the ILO will:

- pilot and review, in accordance with the guidance of the Governing Body, a streamlined reporting system to simplify reporting obligations, including through baseline-based reporting and facilitating Government responses to consolidated thematic

comments, enabling a more coherent and holistic analysis and user-friendly reports;

- build and implement a communication and knowledge management strategy on international labour standards for the benefit of constituents, users of normative knowledge products and partners, with the purpose of increasing the use and influence of standards in the design and implementation of coherent global and national strategies to advance social justice and sustainable development;
- develop and deliver programmes in collaboration with the Turin Centre to stimulate responsive reporting on standards and mainstream standards into UN Cooperation Frameworks; and for staff and constituents to use standards to enhance engagement with development banks and other multilateral partners.

Output 2.4. Increased capacity of Member States to apply sectoral international labour standards, codes of practice and guidelines

98. Sectoral international labour standards are complemented by sector-specific codes of practice and guidelines that support constituents' efforts to address decent work challenges and opportunities in key sectors. These instruments are essential to develop innovative and effective solutions to promote productive employment and decent work in economic sectors, which will be critical for a sustainable recovery from the COVID-19 crisis.

99. At the country level, the ILO will support its constituents in:

- formulating national legislation, policies and programmes to implement sector specific ILO standards and tools, such as codes of practice and guidelines endorsed by the Governing Body;
- strengthening the capacity of sectoral employers' and workers' organizations, as well as governmental entities addressing the needs of specific sectors, to apply standards and tools relevant to the sector;
- integrating sector-specific ILO standards and tools into national policy frameworks, including UN Cooperation Frameworks, Decent Work Country Programmes and plans of action aimed at recovering from the COVID-19 crisis and building back better.

100. At the global level, the ILO will:

- prepare new sectoral codes of practice, guidelines and other tools under the programme of sectoral meetings endorsed by the ILO Governing Body;
- service sectoral meetings of experts and technical meetings, including the Joint ILO/UNESCO Committee of Experts on the Application of the Recommendations concerning Teaching Personnel, the Special Tripartite Committee of the Maritime Labour Convention, 2006, as amended, and the Subcommittee on Wages of Seafarers of the Joint Maritime Commission;
- deliver capacity development programmes, including in collaboration with the Turin Centre, on the effective implementation of sector-specific ILO standards and tools;
- disseminate knowledge on good practices and lessons learned in relation to the application of

international labour standards, codes of practice, guidelines and other tools in specific economic sectors for crisis response, recovery and resilience, with particular attention to gender equality;

- advocate for ILO sector-specific standards, codes of practice, guidelines and other tools as an essential vehicle to achieve the SDGs, including through partnerships with other UN system specialized agencies, multilateral organizations and coordination mechanisms, particularly those with a sectoral focus, such as the Food and Agriculture Organization of the United Nations (FAO), the International Civil Aviation Organization, the International Maritime Organization, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the UN World Tourism Organization and the World Health Organization (WHO).

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

Persisting challenges, emerging needs and opportunities

101. The devastating socio-economic impact of the COVID-19 crisis and its unprecedented toll on employment and labour markets have pushed many countries to deploy significant resources to safeguard jobs and boost their economies, heavily straining public finances. The crisis has exacerbated persisting inequalities, severely affecting women and youth and workers in the informal economy, clustered in sectors more exposed to the effects of the pandemic. Many of these workers are at risk of suffering long-term consequences of the crisis throughout their working lives.

102. Transformative and timely policy responses centred on integrated and coherent macroeconomic, trade, sectoral, industrial and labour market policies, as highlighted in the Centenary Declaration, will be critical to prevent economic and employment downward spirals and ensure social, economic and environmental transitions, harnessing the digital technology, facilitating productivity growth and considering demographic trends. The coordination of economic, development, employment and social protection policies will be essential to achieve a job-rich recovery and a human and employment-centred, inclusive and sustainable rebuilding of economies, as well as to facilitate a better functioning of labour markets and support transitions to formality.

103. Governments will continue to be confronted with complex and decisive policy choices to ensure strong and inclusive recovery within a limited fiscal space, especially in low and middle-income countries. There will also be opportunities to shape global recovery initiatives to facilitate economic, social and environmental transitions for a job-rich recovery to build back better and greener. This makes the search for solutions to strengthen productive capacities, create more and better jobs, and promote formalization through international collaboration and improved policy coherence even more important.

The ILO focus in 2022–23

104. Building on the work undertaken in 2020–21 and guided by the lessons learned from policy responses to the pandemic and previous global crises, the ILO will focus on enhancing the capacity of constituents to develop and implement the right policy sequencing and mix that provide immediate support to vulnerable workers and to the sectors most affected, while promoting structural transformation and longer-term transitions towards more sustainable and resilient economies. Through updated methods and more effective approaches to delivering policy advice, special attention will be paid to assisting countries in designing job-rich recovery plans, drawing on and leveraging the portfolio of existing ILO projects. Stronger linkages between national and regional employment policy responses and public and private

actors in specific sectors will be pursued as a way to strengthen employment ecosystems. Constituents will be supported to generate and analyse more and better information and data for evidence-based policy development, including through innovative data collection and analytical methods.

105. The ILO's support will be harnessed through strengthened partnerships and collaboration with international financial institutions and through upscaling current collaboration with other UN entities.

Output 3.1. Increased capacity of Member States to formulate and implement national employment policies in response to the COVID-19 crisis

106. Employment policies are critical in mitigating the deep negative impact of the crisis on jobs and incomes, while strengthening labour markets, promoting inclusion and aiding an employment-centred recovery. To reach these goals, the ILO will contribute to global recovery strategies and support its constituents in developing, implementing, monitoring and reviewing gender-responsive national employment policies to address the effects of the crisis. These actions will take into account future of work challenges ahead, with a strong focus on demand-side measures, including to foster an enabling environment that supports the role of the private sector as a principal source of economic growth and job creation. They also include enhancing the capacity of constituents and promoting social dialogue, with due regard to the needs of those groups particularly affected by the crisis. While supporting the extension of decent jobs overall, emphasis will be on youth, women and informal economy workers, particularly those hard hit by the crisis.

107. At the country level, the ILO will support its constituents in:

- adopting innovative approaches for data collection and analysis and sharpening the understanding of the effects of macroeconomic, sectoral, labour market and employment policies and their interactions on job recovery;
- undertaking assessments of the longer-term impact of COVID-19 on the labour market, especially on hard hit groups, youth and women;
- mainstreaming youth- and women-focused job creation approaches into macro and sectoral policies, including the promotion of employment in the digital and care economies;

- designing, implementing, reviewing and monitoring (including through reporting on SDG indicator 8.b.1) gender-responsive national employment policies and implementation strategies to address country-specific challenges arising from the crisis, and the implications of future of work trends, such as digitalization and climate change for employment potential in economic sectors;

- designing and implementing integrated and innovative strategies to facilitate transition to formality in line with the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), and as part of national employment policies.

108. At the global level, the ILO will:

- undertake new research and develop knowledge products on: policies to promote recovery and resilience in the aftermath of the COVID-19 crisis; inclusive structural transformation; labour market transitions for women and youth; future job prospects in services and in the care, digital and green economies; changing trade patterns and implications for employment; and use of digital technologies to support transitions to formality;
- update guidelines, advisory services and capacity development programmes on the new generation of national employment policies for recovery and resilience, relevant to the different stages of the policy cycle;
- strengthen the capacity of constituents, particularly through online courses and peer learning activities, in cooperation with the Turin Centre, on macroeconomic, sectoral and employment policies; integrated strategies for formalization; the role of digitalization; and employment policy coordination frameworks and international practices;
- foster partnerships and advocate for full, productive and freely chosen employment and decent work globally, including the promotion of the Employment Policy Convention, 1964 (No. 122), Recommendation No. 204, and the Follow-up plan of action on youth employment for the period 2020–30, in particular with regional and international organizations, international financial institutions, the United Nations Development Programme (UNDP), UN Economic Commissions and other UN agencies.

Output 3.2. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in the rural economy

109. The COVID-19 pandemic has brought to the forefront the frailty of food systems and highlighted the challenges facing rural economies where decent work deficits are pervasive. Strengthening constituents' capacity to address these deficits through sectoral policies and investments in strategic sectors, as underscored by the Centenary Declaration, as well as promoting ratification and implementation of relevant international labour standards, is critical. Targeted interventions to advance decent work in rural areas, particularly in the agri-food sector, including fisheries and aquaculture, and generate off-farm opportunities (for example in mining, forestry, manufacturing, tourism and construction) need to be combined with measures to improve infrastructure and services, particularly in respect of health, education and utilities. Such interventions, in the broader context of productive transformation, can help build a foundation for inclusive growth, sustainable development and food security, and can open opportunities for groups for whom the road to decent work can be harder, including women, youth and migrant workers.

110. At the country level, the ILO will support its constituents in:

- developing policies, plans, strategies and measures in line with relevant international labour standards and that promote decent work in specific sectors of the rural economy, and strengthening capacity to implement them;
- improving relevant legal and institutional frameworks, particularly for sectoral social dialogue in the rural economy, based on relevant sectoral standards and tools, including through strengthening capacity of government agencies as well as sectoral and rural workers' and employers' organizations;
- implementing targeted interventions to promote inclusive productive transformation and decent work and enhance productivity in rural economy sectors, including employment-intensive investment programmes.

111. At the global level, the ILO will:

- undertake policy-oriented research on socio-economic issues in key rural economy sectors;
- implement capacity development programmes and design tools for specific rural economy sectors/subjects;

- convene global tripartite meetings on selected rural economy sectors;
- strengthen partnerships with other international organizations to advance policy coherence and programme development in the rural economy.

Output 3.3. Increased capacity of Member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies

112. Environmental and climate change, biodiversity loss and the management of waste and chemicals bring challenges and opportunities for productive employment and decent work, poverty eradication and the reduction of inequality. The COVID-19 pandemic has made it evident that a healthy life and workplaces, productive economies and decent work depend on a healthy environment. There are opportunities to develop and implement integrated policies to address environmental challenges and foster a transition to a green economy to promote the creation of more and better jobs as an integral part of recovery strategies. The *ILO Guidelines for a just transition towards environmentally sustainable economies and societies for all* can facilitate transformative change in all economic sectors through integrated policies based on social dialogue.

113. At the country level, the ILO will support its constituents in:

- undertaking assessments, diagnostics and analyses of the economic impact of climate change, environmental degradation and resilience on employment, with a particular focus on gender;
- advancing policies addressing simultaneously the Decent Work Agenda and climate change objectives through social dialogue;
- formulating and implementing evidence-based and coherent policy frameworks and programmes for a just transition towards environmentally sustainable economies and societies at the national, sectoral or local levels, including indigenous communities, through a new Just Transition Innovation facility serving as a mechanism to support policy innovation;
- developing and implementing green works and green jobs programmes to address environmental degradation and climate change.

114. At the global level, the ILO will:

- promote a just transition to environmental sustainability through multilateral and regional policy processes in line with SDGs, mobilize

resources, and reinforce multi-stakeholder partnerships, in particular through the Climate Action for Jobs Initiative;

- deliver capacity development programmes on the integration of environmental dimensions in productive employment and decent work interventions, including through peer-review and mutual-learning mechanisms, in collaboration with the Turin Centre;
- develop and disseminate global knowledge on policies and practices for green jobs creation, green works, the green and blue economies, green jobs for youth and just transition, including through South–South and triangular cooperation.

Output 3.4. Increased capacity of Member States to promote peaceful, stable and resilient societies through decent work

115. The ILO will provide guidance to constituents to enhance investments in decent work promotion in the humanitarian-development-peace nexus, in particular to mainstream peacebuilding results into ILO programmes and to promote the contribution of decent work to peacebuilding, in line with the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), which calls for coherent and comprehensive strategies to respond to crises, enable recovery, and build resilience towards future shocks, addressing inequalities and informality. Specific attention will be paid to vulnerable groups, including minorities, indigenous and tribal peoples, persons with disabilities, internally displaced persons, migrants and refugees. The Jobs for Peace and Resilience Programme will be consolidated as a platform for resource mobilization, programme implementation and knowledge-sharing on how productive employment and decent work, underpinned by international labour standards, tripartism and social dialogue, contribute to social and economic progress in crisis environments.

116. In countries facing fragility, the ILO will support its constituents in:

- strengthening their knowledge, awareness and capacity to generate decent work and improve livelihoods through employment-intensive investment approaches, skills, enterprise, cooperatives and employment services programmes, in line with relevant international labour standards and through social dialogue;
- enhancing preparedness, peacebuilding and resilience through employment-centred strategies for crisis response that include conflict-sensitive

and post-disaster assessments, mainstream peacebuilding and post-disaster recovery, and introduce or strengthen good labour practices into projects and programmes;

- promoting the inclusion of labour-related issues in national strategies and programmes designed to operationalize the humanitarian-development-peace nexus, especially within UN Cooperation Frameworks.

117. At the global level, the ILO will:

- develop operational procedures and implementation strategies and modalities to design, monitor and evaluate peacebuilding results of interventions carried out in the framework of the Jobs for Peace and Resilience Programme;
- advocate and manage knowledge on employment contribution to peacebuilding and disseminate good labour practices and tools in recovery/reconstruction processes;
- position the ILO and mainstream the Decent Work Agenda into fragility and peace-related global forums and in UN thematic interagency working groups.

Output 3.5. Increased capacity of Member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older persons

118. The impact of the COVID-19 pandemic made labour market transitions even more difficult in an already fast-changing world of work, particularly for young people, older workers, workers in the informal economy and women, among other groups. Targeted and gender-sensitive labour market programmes and employment services are critical to prepare workers, jobseekers and employers to sustain a job-rich recovery. This calls for strengthened capacities of constituents to design and deliver quality and inclusive client-centred services, scale up investments in active labour market programmes, ensure a coordinated implementation with social protection policies, as well as enhance collaboration and partnerships between service providers in the public, private and third sectors, while optimizing the use of digital services. The ILO will cooperate with the World Association of Public Employment Services, the World Employment Confederation, regional development banks and UN agencies.

119. At the country level, the ILO will support constituents and employment service providers in:

- formulating and implementing inclusive and integrated labour market programmes and

employment services (intermediation services, career guidance, skills training, self-employment and entrepreneurship support, referrals to public employment programmes and subsidized employment, and other activation measures) to facilitate transitions, with particular emphasis on young and older persons and the digital economy;

- strengthening the capacity of employment service providers and modernizing delivery systems with new technologies, in partnership with other organizations;
- measuring and assessing the results of labour market policies and programmes, including those aimed at improving school-to-work transitions for young people and active employment support for displaced persons, to inform decision-making;
- formulating and implementing measures to operationalize the follow-up plan of action on youth employment for 2020–30 relating to labour market programmes and services that support sustainable transitions for youth;
- supporting collaborative work between employment service providers and training institutions (for example, TVET), enterprise development services, public employment programmes and social and welfare organizations.

120. At the global level, the ILO will:

- produce and disseminate knowledge products and guidance on labour market programmes and employment services to optimize transitions in a post-COVID-19 context, including the *Global Employment Trends for Youth 2022* report and the *Global Employment Services 2022* report, as well as revised guidelines on the regulation of private employment agencies;
- maintain and expand the Decent Jobs for Youth knowledge facility with curated resources on youth employment, as a source for the development of informed labour market programmes and employment services;
- strengthen and expand multi-stakeholder collaboration for effective transitions to decent work, including with global and regional institutions relating to employment services;
- promote capacity development for employment services and labour market programme providers in the public and private sectors in collaboration with the Turin Centre and other organizations, focusing on the design and financing of effective and integrated labour market programmes, the role of digital technologies and inclusion, and employment services for specific target groups.

Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

Persisting challenges, emerging needs and opportunities

121. The COVID-19 crisis forced many enterprises to close, suspend, scale down or restructure operations and supply chains, leading to the loss of millions of jobs. Businesses in the informal economy, women-led enterprises and the self-employed have been particularly affected. Lockdown measures accentuated pre-existing challenges and impediments to the growth and sustainability of enterprises, in turn affecting their capacity to generate productive employment and decent work and to promote innovation.

122. Enterprises play a vital role in both responding to crises and advancing a sustainable and resilient recovery. Their reactivation and growth require an enabling policy and institutional environment leading to increased resilience and productivity, and the generation of decent work. It is urgent to scale up integrated interventions with a focus on entrepreneurship development, digitalization, the

development of human capabilities, skills development, access to markets, finance and training, as well as incentives and support for formalizing enterprises and improving conditions of work for all. In the post-COVID-19 context there will be a need to address corporate debt sustainability while recognizing that enterprises have an opportunity to grow through innovation, taking advantage of digital technologies and adopting sustainable business models and practices that generate social and environmental benefits. There is also an opportunity to accelerate the transition towards a greener economy and create decent green jobs by harnessing the capacity of sustainable enterprises in the framework of recovery plans and long-term development strategies. A just transition to a greener economy will also lead to more viable and sustainable enterprises that may in turn play a key role in economic growth.

The ILO focus in 2022–23

123. Building on the high-level independent evaluation of the ILO's strategy and action for promoting sustainable enterprises 2014–19, and considering lessons learned from the current crisis, the ILO's work in this area will encourage interactions between individuals, organizations and institutions that are conducive to innovation, productivity and entrepreneurship, allowing enterprises to learn, adapt and prosper in the long term. This addresses the need of enterprises, in particular micro, small and medium-sized enterprises, for a supportive entrepreneurial ecosystem to bridge productivity gaps and to strengthen their capacity to operate in disrupted markets. This is indispensable to ensure that enterprises provide better incomes, improve working conditions and living standards and promote decent work, including by facilitating formalization and preventing informalization of economic units and jobs. Supply chains are an entry point and can play a positive role in addressing many economic and social challenges.

124. The ILO will continue to promote respect for rights at work, especially fundamental principles and rights at work, across enterprises of all sizes, assisting enterprises in implementing OSH measures in the workplace and improving labour relations and social dialogue at all levels. This is needed to curb the negative impact of health and environmental challenges, while simultaneously contributing to the sustainability and competitiveness of businesses.

125. Support for enterprises in the development of soft and digital skills, access to demand-driven apprenticeships and the promotion of a culture of adaptation to the future of work will also be part of the ILO strategy. Increased investment and innovation are required to fully harness the potential of technological progress, as this enables enterprises to expand the quantity and improve the quality of their products and services.

126. The ILO will develop the capacity of governments and employers' and workers' organizations to develop plans for productivity improvement aligned with changing scenarios, promote investments in infrastructure and in logistics, and identify actions to support entrepreneurship in growing sectors. Support will focus on business continuity and job creation, and will be anchored in the Decent Work Agenda and the ILO's human-centred approach to the future of work, ensuring that the benefits of technological progress and productivity growth are shared fairly. The role of the social and solidarity economy and, in particular, cooperatives will continue to be promoted in support

of creating decent jobs and concomitant worker benefits.

Output 4.1. Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises

127. An enabling environment for entrepreneurship and sustainable enterprises is key for generating decent work, productive employment and improved living standards for all. The ILO's work in this area seeks to improve the economic prospects for all enterprises, particularly micro, small and medium-sized enterprises, overcome decent work deficits and ensure that economic activities are environmentally sustainable.

128. At the country level, the ILO will support its constituents in:

- analysing and addressing key policy, institutional or regulatory constraints in the enabling environment for sustainable enterprises, in particular those brought about by the COVID-19 crisis that may affect longer-term recovery strategies;
- supporting national efforts to ensure enterprises' access to knowledge, financial services, domestic and global markets and opportunities for innovation;
- engaging in advocacy and policymaking to improve the environment for nurturing the creation, growth and sustainability of enterprises as generators of employment and promoters of innovation and decent work, including through institutional frameworks that support resilience and productivity of micro, small and medium-sized enterprises;
- providing recommendations on policies that can facilitate access of enterprises to appropriate financial services;
- developing or revising policies to promote quality employment and productivity in environmentally efficient and circular economies, and to support enterprises and workers during transitions;
- developing or reviewing policies and legislation on the social and solidarity economy, including cooperatives, and running a pilot test to apply the Guidelines concerning statistics of cooperatives adopted by the 20th ICLS in 2018.

129. At the global level, the ILO will:

- conduct research to provide new insights and evidence on policy alternatives, and policymaking tools for an improved enabling environment for

sustainable enterprises in the post-pandemic conditions;

- strengthen the capacity of ILO constituents, including through peer reviews and mutual learning, to promote an enabling environment for sustainable enterprises and to monitor the related SDG indicators, in collaboration with the Turin Centre and other partners, such as the International Co-operative Alliance, the Committee for the Promotion and Advancement of Cooperatives, the United Nations Inter-Agency Task Force on Social and Solidarity Economy and the Organisation for Economic Co-operation and Development (OECD).

Output 4.2. Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability

130. In an ever-changing business environment, enterprises need to be resilient and harness the potential of technological progress, innovation and digital transformation to achieve greater productivity, generate employment, promote decent work and contribute to sustainable development. Workers need to be able to participate in the success of enterprises and gain a fair share of the benefits from economic activities and increased productivity. Areas of intervention include support to productivity and entrepreneurship ecosystems, within-enterprise productivity and working condition improvements, harnessing of digital technology, resilience building, entrepreneurship training, financial inclusion and value chain analysis, all as part of a circular economy. Support will also be provided to enable enterprises to adapt to the changing business environment.

131. At the country level, the ILO will support its constituents in:

- working with national and subnational bodies and institutions that play a key role in the enterprise and entrepreneurship ecosystems, in order to improve business resilience, job retention, productivity and working conditions;
- promoting sustainable entrepreneurship, financial inclusion and the development of micro, small and medium-sized enterprises, targeting particularly women and persons in vulnerable situations, including youth, displaced populations and refugees, and building capacities for the development of market systems and value chains;
- providing training on business management for business resilience, within-enterprise productivity and working condition improvements and enabling access to best practices on productive efficiency

and innovation dynamics, in collaboration with local partner institutions;

- implementing initiatives to generate reliable data on productive employment and decent work, especially in the context of climate change;
- improving access of businesses to relevant financial services and increasing their capacity to update skills, improve working conditions, scale up innovations, adopt more environmentally friendly technologies and more energy- and resource-efficient practices, and generate productive employment and decent work.

132. At the global level, the ILO will:

- develop a conceptual framework for productivity and entrepreneurship ecosystems in specific domestic and global value chains, and pilot test the analysis of market systems from a productivity perspective, with due regard to the strategic objectives of the Decent Work Agenda;
- develop, pilot and implement a comprehensive set of tools aimed at increasing business resilience of micro, small and medium-sized enterprises, with a focus on OSH, risk assessment and business continuity planning;
- in collaboration with the Turin Centre and partners such as the United Nations Conference on Trade and Development (UNCTAD), the OECD and the FAO: (i) build the capacity of ILO constituents to stimulate productivity enhancements and innovation, including through peer reviews and mutual learning; (ii) develop a platform to promote enterprise development, job creation and decent work in the green economy and the circular economy; and (iii) develop, pilot and implement a set of simple digital tools aimed at micro and small enterprises and cooperatives, targeting improvements in management and OSH practices, and promoting workplace cooperation and improved working conditions.

Output 4.3. Increased capacity of Member States to develop policies, legislation and other measures that are specifically aimed at facilitating the transition of enterprises to formality

133. Formal enterprises are key to creating more and better jobs, reducing unfair competition, increasing government revenue and achieving social cohesion. Based on Recommendation No. 204, the ILO's work on enterprise formalization seeks to reduce barriers and put in place support and incentives, while strengthening enterprise productivity. This requires assessing the characteristics of informal enterprises

and identifying the root causes and drivers of informality, identifying and prioritizing suitable interventions, and advocating for appropriate reforms and support programmes.

134. At the country level, the ILO will support its constituents in:

- conducting gender-responsive diagnoses at the national, regional and sectoral levels to assess the nature and characteristics of informal enterprises and the workers they employ and to identify barriers to – and motivations and opportunities for – formalization in the post-COVID-19 context, as a basis to develop evidence-based policy responses and to increase awareness and understanding of the benefits of formalization;
- developing or revising strategies, policies, legislation, government support programmes or other measures to foster the transition of economic units and workers to the formal economy;
- promoting access of informal enterprises to financial and non-financial business development services, including digital technologies, and to markets with a view to enhancing productivity and facilitating formalization, paying due attention to the specific challenges in rural areas and those faced by women-led enterprises and economic units;
- supporting informal entrepreneurs to organize themselves in cooperatives or other social and solidarity economy units to increase their scale of production and to improve returns on their activities, facilitating transition to the formal economy and strengthening resilience.

135. At the global level, the ILO will:

- document and disseminate emerging practices and guiding principles, including among country responses to COVID-19, to foster the transition of enterprises and the workers they employ to the formal economy, as well as to reduce the informalization of the economy and the adverse impact of the pandemic on informal enterprises, with particular attention to groups in vulnerable situations;
- develop the capacity of ILO constituents and key stakeholders at the regional and global levels to facilitate a transition of informal enterprises to formality, including through peer reviews and mutual learning, in collaboration with the Turin Centre and with other relevant partners such as the International Trade Centre and UNCTAD.

Output 4.4. Increased capacity of Member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred approach to the future of work

136. Business policies and practices that are aligned with the Decent Work Agenda and the human-centred approach to the future of work are an essential component of efforts to build back better in the post-COVID-19 context, and are critical to achieving inclusive economic growth and the SDGs. The ILO will support responsible business conduct initiatives globally and nationally through social dialogue, knowledge generation and dissemination, and dedicated policy advice aiming at achieving policy coherence in economic sectors, considering trade, investment and the effects of climate change. The ILO will also intensify efforts to support Member States in leveraging opportunities to promote sustainable enterprises, decent work and inclusive development in line with the Conclusions concerning decent work in global supply chains adopted by the International Labour Conference in 2016.

137. At the country level, the ILO will support its constituents in:

- promoting responsible business practices as a central component of socio-economic recovery strategies, especially in the sectors hit hardest by the COVID-19 crisis, and along supply chains;
- putting in place policies and supportive measures to accompany businesses' efforts to align their practices with international principles and standards and the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration – fifth edition (2017)), in partnership with the OHCHR, the UN Global Compact, the OECD and other international organizations as relevant;
- in the context of efforts to promote the alignment of business practices with the MNE Declaration, promoting social dialogue on investment and trade policies and strategies to advocate for foreign direct investment and business practices that result in productive employment and decent work, in partnership with UNCTAD, the World Association of Investment Promotion Agencies (WAIPA) and other international organizations;
- conducting gender-responsive research and promoting evidence-based dialogue on the measures needed to encourage the positive contribution of multinational enterprises to economic and social progress, sustainable development and decent work for all;

- developing analytical tools, intervention models and projects on eco-entrepreneurship, green and resilient value chain development, and innovation in green technologies.

138. At the global level, the ILO will:

- develop the capacity of ILO constituents and key stakeholders to promote and implement responsible business practices, including in domestic and global supply chains, through peer reviews and mutual learning, in collaboration with the Turin Centre and, where relevant, in partnership with the UN Global Compact, the OHCHR, the OECD and WAIPA, among others;
- facilitate the exchange of experiences among Member States in areas related to inclusive, responsible and sustainable business practices for the realization of decent work and the application of the principles of the MNE Declaration;
- share knowledge, lessons learned and good practices on advancing decent work in the circular economy in selected strategic economic sectors;
- provide advice and assistance to enterprises on international labour standards through the ILO Helpdesk for Business.

Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market

Persisting challenges, emerging needs and opportunities

139. The Centenary Declaration calls for effective lifelong learning and quality education for all, consistent with the framework provided by the Human Resources Development Recommendation, 2004 (No. 195), and the Human Resources Development Convention, 1975 (No. 142). This ambition, aligned with SDG 4 on quality education and lifelong learning opportunities for all, will continue driving the ILO approach to skills development in 2022–23.

140. The COVID-19 crisis has accelerated changes in labour markets and highlighted the need for lifelong learning for all. The sense of urgency for establishing effective skills and lifelong learning systems is stronger than ever. The pandemic disrupted education, on-the-job training, and technical and vocational education and training across the world. Many countries struggled to make the transition towards distance training, and many people lacked the resources to connect online. In addition, the unprecedented job losses in many sectors exacerbated pre-existing challenges, especially skills mismatches and lack of access to skills development opportunities, as millions of women and men were forced to look for alternative occupations.

141. As enterprises and workers adapt to digitalization, there is an opportunity to make skills training accessible to a larger number of people, harnessing the potential of new education technologies, turning workplaces into learning locations and upscaling skills development interventions.

The ILO focus in 2022–23

142. The ILO will continue providing support to its constituents to match skills and labour market needs and to identify, test and scale up appropriate, cost-effective and replicable solutions through an expanded Skills Innovation Facility. The Facility, launched in 2019, will place a strong emphasis on digitalization and new data-led approaches to skills anticipation, with a view to extending the benefits of new technologies to all people in all regions, while recognizing the continued importance of face-to-face training and the need to bridge the digital divide. Furthermore, the International Labour Conference standard-setting discussions on apprenticeships in 2022 and 2023 will provide comprehensive guidance for the promotion of quality apprenticeships to reduce the skills mismatch.

143. In view of the increased demand from constituents for heightened ILO action on skills and lifelong learning, a new “Global Programme on Skills and Lifelong Learning” will provide operational support for expanding ILO technical assistance to Member States, mobilizing resources, leveraging and forging partnerships, promoting knowledge-sharing and fostering policy innovations.

144. The ILO will work closely with UN agencies, including UNESCO and the United Nations Children’s Fund (UNICEF); multi-stakeholder partnerships, including Generation Unlimited and the Global Partnership for Education; multilateral and bilateral agencies, including the African Union Commission and the European Union; and regional and international financial institutions, including the African Development Bank, the Asian Development Bank and the Development Bank of Latin America.

Output 5.1. Increased capacity of Member States to identify current skills mismatches and anticipate future skills needs

145. The rapid transformation of industries and occupations and changing landscape of global supply chains are placing new demands on education and training systems. Labour market intelligence and social dialogue can help identify reskilling and upskilling needs, prevent skills mismatches and enable skills systems to anticipate future skills needs. Institutions at the national, sectoral and regional levels require support to use skills intelligence to improve the quality and relevance of training. National and international collaboration on skills anticipation play a key role in addressing these challenges.

146. At the country level, the ILO will support constituents and training agencies in:

- increasing their capacities to identify and anticipate skills needs, considering changing patterns in the world of work and the impact of COVID-19;
- developing and implementing, through social dialogue, evidence-based, forward looking and inclusive sector-based skills strategies to identify and address skills needs;
- testing innovative approaches to measure current and potential skills imbalances, including rapid assessments of skills needs, use of “big data” tools and skills mismatch measurement based on the guidelines adopted by the ICLS in 2018;
- designing and implementing interventions to identify skill needs and promote skilling, reskilling and upskilling for a just transition to environmental sustainability and other capabilities for productive employment, decent work, businesses’ and workers’ resilience, and personal development.

147. At the global level, the ILO will:

- develop knowledge products – with a gender equality and non-discrimination perspective – on anticipation of skills needs and identification of labour market imbalances based on labour market information, including real-time/big data;
- identify and disseminate good practices on successful skills anticipation interventions, particularly on the Skills for Trade and Economic Diversification methodologies;
- develop and pilot guidelines for identifying and anticipating skills needed to support just transitions to a better future of work in the post-COVID-19 recovery phase;

- develop capacity development programmes on new approaches and methodologies for skills needs anticipation and matching in collaboration with the Turin Centre and the Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR).

Output 5.2. Increased capacity of Member States to strengthen inclusive skills and lifelong learning policies, governance models and financing systems

148. There is a growing need to develop and strengthen tripartite and whole-of-government approaches to skills and lifelong learning policies and strategies that support structural change and productivity growth, strongly associated with national development plans, and sectoral, trade and employment policies, including those related to recovery from the COVID-19 crisis. Innovative and sustainable financing models based on cooperation between government and the social partners can provide greater opportunities for reskilling and lifelong learning, including for older workers. The ILO will collaborate with the UN Innovation Network and the UN Office of Information and Communications Technology through the platform Unite Ideas, among other partners.

149. At the country level, the ILO will support its constituents in:

- developing and implementing national skills and lifelong learning policies and strategies, through social dialogue and collective bargaining, to address skills needs beyond initial vocational training, with emphasis on gender equality, inclusion and diversity;
- integrating skills and lifelong learning into national development plans, sectoral policies and structural change strategies at national or regional levels;
- promoting their participation in the governance of skills and lifelong learning systems including by establishing or reforming tripartite skills governance mechanisms;
- developing and implementing new equitable and sustainable financing arrangements and incentive systems that enable lifelong learning and facilitate innovative solutions to skills challenges faced by individuals and enterprises;
- developing and implementing capacity development plans on skills and lifelong learning.

150. At the global level, the ILO will:

- strengthen and expand the Skills Innovation Facility to develop and test gender responsive solutions to key skills challenges, in collaboration with the Turin Centre and ILO–CINTERFOR;
- develop policy and technical guidance on financing skills development, focusing on different models, mechanisms, incentives and advocacy measures;
- develop evidence-based policy guidance on links between lifelong learning and social protection, tripartite governance, coordination mechanisms and institutional arrangements;
- identify and disseminate lessons learned and good practices on effective and inclusive governance of skills systems through the participation of employers' and workers' organizations.

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

151. To address the needs of enterprises and achieve better employment outcomes for all women and men, lifelong learning systems should integrate work-based learning as well as core and digital skills in all learning programmes, through social dialogue. Inclusive training programmes need to step up flexible and learner-centred training delivery and create non-discriminatory learning environments, with strong emphasis on gender equality and measures to bridge the digital divide through improved access to equipment, internet and other low-tech solutions. The growth of online, non-formal and informal learning pathways requires more robust recognition of prior learning systems and continuous recognition of skills through micro-credentials. In light of the impact of COVID-19, youth, women and groups in disadvantaged and vulnerable situations need priority attention. The ILO will collaborate with the Global Apprenticeship Network, the International Organization for Migration (IOM) and the Office of the United Nations High Commissioner for Refugees (UNHCR), among other partners.

152. At the country level, the ILO will support its constituents in:

- modernizing apprenticeships through the revision of law and systems, and developing country-appropriate models;
- diversifying learning options and pathways with a focus on promoting science, technology, engineering and mathematics skills for women and limiting gender segregation in training;

- developing and implementing inclusive policies and programmes on recognition of prior learning and skills, promoting skills mobility through bilateral and multilateral agreements, and developing programmes to strengthen core skills;
- designing and implementing targeted initiatives, including vocational guidance and post-training support measures, to improve access to learning, especially for youth, women, older workers, workers in the informal economy and for persons with disabilities and in situations of vulnerability;
- customizing and upscaling successful methodologies such as Training for Rural Economic Empowerment to promote access to skills to people in rural areas.

153. At the global level, the ILO will:

- prepare analytical reports on apprenticeships for the standard-setting discussions at the International Labour Conference in 2022 and 2023;
- generate and disseminate knowledge products and learning materials on: (i) dual training systems, work-based learning and apprenticeships; (ii) flexible learning pathways, including part-time or full time study, online learning, or volunteering; (iii) strategic human resource development in micro, small and medium-sized enterprises; and (iv) social inclusion and gender equality;
- develop and implement global and regional capacity development programmes on core skills, quality apprenticeships and recognition of prior learning, including massive open online courses, in collaboration with the Turin Centre and ILO–CINTERFOR;
- implement regional programmes on skills and migration and in selected migration corridors in the framework of the Global Skills Partnership with the International Organisation of Employers, the International Trade Union Confederation, IOM and UNESCO;
- in collaboration with UN and international agencies, support global advocacy, social marketing campaigns and knowledge-sharing on inclusive skills training and gender equality through skills and lifelong learning.

Output 5.4. Increased capacity of Member States to support digital transitions of skills development systems and develop digital skills

154. Digitalization presents a range of opportunities for skills development systems, supporting the lifelong learning approach as can be seen in the

increased use of online and distance learning solutions during the COVID-19 period. Based on social dialogue, it can improve access to skills development, resource materials, training delivery and assessment. New forms of digital certification support the recognition of learning outcomes, facilitating the mobility of learners and job matching. There is, however, a substantial digital divide within and across countries due to lack of infrastructure, limited educational resources, insufficient capacity of teachers and trainers, and lack of digital skills of learners. The ILO will collaborate with the International Telecommunication Union, the UNDP, and local and global technology actors, among other partners.

155. At the country level, the ILO will support constituents and training providers in:

- assessing basic digital infrastructure and capabilities required for skills development systems, enterprises, teachers and training providers to offer online and blended programmes and deliver digital skills;
- promoting equitable access to digital learning through technical support, partnerships and piloting of innovative low-cost solutions;

- designing and using digital tools and materials, online, distance and blended learning options, to strengthen training delivery, assessment and certification;
- designing inclusive training programmes and certificates to deliver digital skills.

156. At the global level, the ILO will:

- produce an assessment tool on digital preparedness as a basis to develop recommendations to constituents on systemic approaches to e-training and e-certification;
- prepare and disseminate competency-based digital teaching and learning materials to support distance, online and blended programmes, in collaboration with the Turin Centre;
- develop capacities of teachers, master trainers, government institutions, training providers, and employers' and workers' organizations to design and deliver online programmes and assessments and to use new technologies and digital tools;
- develop knowledge products and technical guidance on the design, delivery, assessment and certification of digital skills.

Outcome 6: Gender equality and equal opportunities and treatment in the world of work

Persistent challenges, emerging needs and opportunities

157. The COVID-19 crisis brought to the forefront and exacerbated persistent and pervasive gender inequalities in the world of work, as well as discrimination against and marginalization of certain population groups. In addition to heightened deficits for full and productive employment and decent work in many sectors, some progress before the crisis may stall due to the increased risk of xenophobia, violence and harassment, and the unequal distribution of unpaid care work between women and men.

158. Inclusive policies and targeted measures for disadvantaged groups have emerged as essential to ensuring an equitable recovery that is gender-responsive and tackles discrimination. Policy choices must be based on assessments that address persistent challenges to equal opportunities and treatment for women and groups in situations of vulnerability, including persons with disabilities, indigenous and tribal peoples, ethnic or racial minorities, persons living with HIV, migrant workers

and LGBTI+ people. Many of these groups are over-represented in high-risk front-line jobs as well as in the informal economy, which were particularly hard hit by the crisis. The vulnerabilities affecting these groups intersect and overlap with each other, as well as with other factors such as socio-economic status and age, all of which can result in persistent multiple layers of discrimination and stigma.

159. Opportunities for a recovery built on substantive equality and non-discrimination include:

- increasing space for the ILO to play a leadership role in developing and disseminating knowledge and evidence on the critical importance of care work and care jobs, and to inform policies and measures towards recognizing, reducing and redistributing unpaid care work and increasing investments in the care economy, including for decent care jobs;
- growing momentum to promote and ensure equal pay for work of equal value through legislation and proactive measures, underpinned by ILO fundamental principles and rights at work;

- heightened awareness of the relevance of the Violence and Harassment Convention (No. 190) and Recommendation (No. 206), 2019, including during instability and crises, to address violence and harassment in the world of work;
- priority placed by the 2030 Agenda on groups that risk being left behind, and on the need to protect and strengthen their rights with inclusive public policies and measures.

The ILO focus in 2022–23

160. The ILO strategy continues to be based on the Centenary Declaration's call to achieve gender equality at work through a transformative agenda, and to ensure equal opportunities and treatment for persons with disabilities and others in situations of vulnerability. In 2022–23, ILO action will more consistently incorporate a gender-inclusive approach to helping advance women's empowerment by encouraging men's engagement as allies for gender equality; a more systematic analysis of intersectionality; and innovative inquiry methods that will be tested to reveal discrimination linked to the pandemic.

161. Strategic partnerships will continue in the context of the European Union and UN Spotlight Initiative on eliminating violence against women and girls; the UN Women – ILO Joint Programme on promoting decent employment for women through inclusive growth policies and investments in the care economy; the project with the UN Foundation on closing data gaps in unpaid care and domestic work; the co-sponsorship of UNAIDS and leading its work on social protection with the World Food Programme; the partnership with the WHO on HIV self-testing at the workplace and on HIV/TB co-infection in the world of work; and the joint project with UNICEF, the UN Partnership to Promote the Rights of Persons with Disabilities, and International Disability Alliance; and joint work with the Indigenous Peoples Major Group for Sustainable Development.

Output 6.1. Increased capacity of Member States to promote investments in the care economy and a more balanced sharing of family responsibilities

162. The increase in unpaid care work and lack of care services exacerbated the pandemic's impact on workers with family responsibilities, particularly women. Promoting recovery and building a more inclusive future of work will require greater investments in the care economy, while improving working conditions and promoting a fairer sharing of care responsibilities.

163. At the country level, the ILO will support its constituents in:

- assessing and promoting investments in the care economy, and formulating gender-responsive policies to support a job-rich recovery, including through investing in care services and related infrastructure and policy areas;
- building capacity of constituents to measure unpaid care work and design, implement and review care policies, including leave policies and other regulations;
- designing programmes, through social dialogue, that promote decent and productive employment in the care economy, including for front-line workers in the health, education and aged-care sectors, while considering the needs of migrant workers.

164. At the global level, the ILO will:

- develop new knowledge products on evaluating gender impacts of the crisis and assessing investments in the care economy to support recovery;
- prepare technical guidance and share good practices on care, leave and other relevant policies, encompassing integrating care issues in national employment and social protection policies, regulations and practices in workplaces, including in micro, small and medium-sized enterprises;
- design and implement data collection tools and guidance to promote the measurement of time spent on unpaid care and domestic work through time-use modules in labour force surveys;
- deliver training and learning programmes for constituents, in collaboration with the Turin Centre, on decent employment for care workers and care policies to promote a gender-responsive employment recovery.

Output 6.2. Increased capacity of Member States to strengthen policies and strategies to promote and ensure equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value

165. Opportunities for a sustainable recovery with substantive equality and non-discrimination at its core include tackling long-standing barriers to equal opportunities and treatment. A compelling and persistent challenge continues to be gender pay gaps, with growing commitment to tackling these, including through the Equal Pay International Coalition (EPIC), a

multi-stakeholder partnership coordinated by the ILO with UN Women and the OECD.

166. At the country level, the ILO will support its constituents in:

- applying diagnostic tools, including testing new methods, to evaluate long-term impacts of COVID-19 on gender inequalities, including pay;
- implementing measures to address existing unequal opportunities, including unequal opportunities between women and men in accessing the labour market as well as sex-segregation by occupation and sector;
- strengthening methods for the collection of survey data, including to support the design of evidence-based recovery policies that address gender inequalities;
- developing and strengthening laws, policies and processes, in consultation with the social partners, to reduce gender inequalities, and assisting employers' and workers' organizations in participating in related processes;
- developing and implementing strategies – including in critical or emerging sectors – that are effective in mitigating the impact of crises, enable recovery and build resilience, which respect, promote and realize equality of opportunity and treatment of women and men, and measures to ensure women are empowered to effectively participate in relevant decision-making processes.

167. At the global level, the ILO will:

- produce guidelines and tools to support constituents in quantifying and evaluating how crises affect women and men differently, how gender equality and women's empowerment contributes to preventing inequalities, enabling a human-centered recovery and building resilience at a time of crisis;
- develop knowledge-sharing products on good practices to promote equal opportunities and treatment in emerging sectors and sectors strategic for national development;
- support peer-to-peer policy exchanges and knowledge-sharing as part of EPIC, leveraging expertise across a diverse range of stakeholders.

Output 6.3. Increased capacity of Member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment

168. Tackling violence and harassment in the world of work is more relevant than ever. Ensuring everyone's right to a world of work free from violence and harassment must be an integral part of any effort to build a sustainable recovery and improve resilience to future crises.

169. At the country level, the ILO will support its constituents in:

- promoting the ratification of Convention No. 190 and its implementation, along with Recommendation No. 206;
- undertaking pre-ratification reviews of relevant national laws and practices;
- enhancing the knowledge base – including with innovative data collection methods – on forms of violence and harassment, its motivators, groups disproportionately affected, higher-risk sectors, occupations or work arrangements and preventive measures at the workplace;
- developing their capacity, in collaboration with the Turin Centre, to identify, prevent and address violence and harassment, including in the informal economy and micro, small and medium-sized enterprises.

170. At the global level, the ILO will:

- produce new knowledge products on preventing and addressing violence and harassment based on discriminatory grounds;
- develop a guide to support the private sector, including small and medium-sized enterprises, to prevent and address violence and harassment;
- conduct research on linkages between violence and harassment and type of working arrangements, sectors of employment, poverty and working poverty status, and exposure to crises;
- prepare a report on existing statistics on violence and harassment and on the identification and discussion of the related conceptual issues as an input to the 21st ICLS (2023);
- develop and disseminate a tool to assist constituents in estimating the cost of violence and harassment in the world of work.

Output 6.4. Increased capacity of Member States to strengthen legislation, policies and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations

171. Ensuring equal opportunities and treatment in a world of work recovering from the pandemic is essential to deliver on the promise of leaving no one behind. This requires evidence and knowledge on persistent as well as new forms of discrimination emerging in the COVID-19 context, a focus on intersectionality, and both targeted and integrated strategies and methodologies for addressing the challenges confronting disadvantaged groups.

172. At the country level, the ILO will support its constituents in:

- implementing disability policies and strategies, including through mainstreaming disability rights into recovery measures and measures for a just transition to environmental sustainability;
- developing and implementing rights-based and tailored HIV policies and programmes;
- building capacities for ratification and effective implementation of the Indigenous and Tribal Peoples Convention, 1989 (No. 169);

- strengthening collection and analysis of labour market disaggregated data regarding non-discrimination and realizing rights of persons with disabilities.

173. At the global level, the ILO will:

- undertake and disseminate research on discrimination and intersectionality based on sex, disability, HIV or other factors, such as real or perceived health status, race and ethnicity, and sexual orientation and gender identity;
- design and disseminate action-oriented knowledge products and policy guidance that promote equality, inclusion and diversity;
- develop and test new rights-based methods for disability inclusion, with a focus on skills and employment in digital and green economies, and building on the ILO Global Business and Disability Network's experiences;
- develop and disseminate knowledge and guidance on HIV in the world of work, taking into account lessons learned from COVID-19;
- contribute to steering coherent UN system-wide action concerning indigenous and tribal peoples in line with Convention No. 169, including through participation in capacity development initiatives of other UN entities.

Outcome 7: Adequate and effective protection at work for all

Persisting challenges, emerging needs and opportunities

174. The COVID-19 pandemic has further exposed the uneven distribution of labour protection among workers, hitting some harder because they were inadequately protected against the virus and loss of livelihood. At the same time, the pandemic has accelerated ITC-enabled transformations in work organization (such as telework and digital labour platforms), bringing new opportunities, but also often raising challenges including low and volatile earnings and contracts, unsafe and unhealthy working conditions, long or unpredictable working schedules, and workers' privacy issues. These new challenges come on top of longstanding concerns such as informal work and child labour, which run the risk of rising again with the crisis.

175. Inclusive and sustainable recovery should reassert the importance of all fundamental principles and rights at work. It should build on the inextricable link between global health and the world of work, as

safe workplaces and their preparedness for future health and safety emergencies are a prerequisite to workers' health and labour productivity. Protecting wages, especially at the low end of the distribution, will be key to safeguarding both workers' income security and aggregate demand. Working-time arrangements, such as telework and work sharing, if adequately managed, can help workers and enterprises better adjust to volatile economic circumstances. More effective and evidence-based governance of labour migration will diminish instances of labour abuse and informality, while addressing the labour market needs of host and destination countries.

176. Progress in ensuring adequate and effective protection at work for all is essential to put the world back on the path set by the 2030 Agenda, especially in relation to SDG 8 on decent work and economic growth and SDG 10 on reduced inequalities.

The ILO focus in 2022–23

177. The Centenary Declaration's ambition to strengthen institutions of work to ensure adequate protection of all workers, reaffirming the relevance of the employment relationship while recognizing the extent of informality and the need to speed up transitions to formality, will continue guiding the ILO's work in this area.

178. Efforts to promote the fundamental principles and rights at work as an integral whole will be boosted through expanded partnerships, including with the private sector. Digital technology will be leveraged to recognize employment relationships where they exist, and improve compliance with the law. Evidence and technical assistance to inform wage setting that balances the needs of workers and their families, national economic growth trajectories and sustainability of enterprises will be enhanced. Knowledge and assistance on telework, including its OSH implications, will be deepened, while synergies between Ministries of Labour and Health will be strengthened, including for better health and safety emergency preparedness. Preventing the informalization of jobs and addressing regulatory gaps concerning digital platform work will be prioritized, as will be the inclusion of migrant workers in recovery efforts, including the reintegration of returning migrants in their home countries. Specific initiatives in these areas will be informed by the lessons learned from the implementation of the ILO programme in previous biennia and adapted to the changing socio-economic circumstances and needs of constituents.

Output 7.1. Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work

179. ILO support to Member States in respecting, promoting and realizing the fundamental principles and rights at work will continue to be a priority, in view of the danger of the erosion of these rights due to the COVID-19 crisis. Respecting and promoting freedom of association and the effective recognition of the right to collective bargaining, including in the digital economy, will also be prioritized. Enforcement and compliance in sectors such as cotton, mining and manufacturing will be strengthened, including along supply chains and recruitment pathways, also for migrant workers. Building on the momentum created by the universal ratification of Convention No. 182 and the UN 2021 International Year for the Elimination of Child Labour, the IPEC+ flagship programme will prioritize enforcement, education and supporting livelihoods, and will monitor progress. Strategic partnerships with Alliance 8.7 pathfinder countries,

UNICEF and other relevant stakeholders will be deepened and expanded.

180. At the country level, the ILO will support its constituents in:

- developing stronger policies, legal frameworks and other measures to realize the fundamental principles and rights at work in the context of recovery initiatives, through an integrated strategy that promotes their mutually reinforcing nature, with a focus on freedom of association and the effective recognition of the right to collective bargaining and the elimination of discrimination at work, and by scaling up the Better Work flagship programme;
- building capacities for annual reporting on SDG indicator 8.7.1 on child labour, to be incorporated in the ILOSTAT database, and other indicators related to fundamental principles and rights at work, to support compliance efforts and policymaking;
- harnessing digital technologies to strengthen child labour and forced labour monitoring, mobilizing resources, and establishing or strengthening partnerships with this purpose;
- enhancing their capacities to progressively eradicate child labour, human trafficking and forced labour in partnership with other relevant actors through IPEC+.

181. At the global level, the ILO will:

- update policy guidance to assist constituents in implementing integrated approaches to realizing the fundamental principles and rights at work, drawing on lessons learned and good practices from countries' experience;
- in follow-up to the ILC resolutions concerning the recurrent discussions on fundamental principles and rights at work (2017) and social dialogue and tripartism (2019), pursue global promotional efforts to support the ratification of fundamental Conventions with an emphasis on Conventions Nos 87 and 98 and the Protocol of 2014 to the Forced Labour Convention, 1930, taking into account issues identified under the follow-up to the ILO Declaration on Fundamental Principles and Rights at Work;
- develop and disseminate advocacy products to support Alliance 8.7 and IPEC+ initiatives, notably through the V Global Conference on Child Labour and Forced Labour due to take place in 2022;
- update and disseminate the global report on the economics of forced labour.

Output 7.2. Increased capacity of Member States to ensure safe and healthy working conditions

182. The COVID-19 pandemic, on top of the more than 2.78 million deaths per year due to occupational accidents or work-related diseases, has confirmed how essential OSH is for sustainable business, public services and recovery strategies. The ILO will promote OSH as a pillar of national development strategies and frameworks, including in the framework of the ILO Flagship Programme Safety and Health for All and its Vision Zero Fund. Interventions will aim at promoting OSH at a global level, including through a new ratification campaign, reinforcing national OSH systems and better tailored, inclusive OSH strategies and services targeting sectors and groups of workers hardest hit by the crisis. The ILO will also support policy dialogue on the possible inclusion of OSH in the ILO's framework of fundamental principles and rights at work, and will continue the preparation for the new OSH normative instruments on biological, chemical and ergonomics hazards.

183. At the country level, the ILO will support its constituents in:

- formulating or reviewing national policies and programmes in line with the Occupational Safety and Health Convention, 1981 (No. 155), the Occupational Health Services Convention, 1985 (No. 161), the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and the Protocol of 2002 to the Occupational Safety and Health Convention, 1981, as enablers of integrated national and workplace responses to OSH challenges, and as part of post-COVID 19 recovery plans. Country action will give particular attention to risks affecting mental health; teleworking; prevention of major industrial accidents; and to redesigning OSH services to reach all workers, notably in the informal economy, irrespective of migrant status;
- adopting comprehensive OSH management systems at all levels, including emergency preparedness;
- strengthening national reporting and notification systems of occupational accidents and diseases and OSH statistics, including for reporting on SDG indicator 8.8.1;
- supporting strategic OSH workforce planning and development of capacities of OSH institutes, occupational health services, professional associations, and employers' and workers' organizations.

184. At the global level, the ILO will:

- update global estimates on work-related diseases and injuries, and enhance the knowledge base on workplace resilience to OSH emergencies, on OSH risks related to telework and on psychosocial hazards;
- disseminate OSH-related knowledge, estimates and practices, including through the Global Coalition for Safety and Health at Work, the World Day for Safety and Health at Work campaign and engagement with regional OSH networks and events;
- develop the capacity of OSH officials in government, employers' and workers' organizations, enterprises and occupational health services, including through webinars and digital training platforms, in collaboration with the Turin Centre.

Output 7.3. Increased capacity of Member States to set adequate wages and promote decent working time

185. Recovery to more inclusive economies and societies requires adequate and balanced wages, especially for the millions of low-paid workers worldwide, many of whom work informally. Stronger efforts are necessary to establish adequate minimum wages, as well as collectively bargained wages, prevent excessively long hours of work, reduce time-related underemployment and ensure adequate rest periods. It is also crucial to promote working-time arrangements and work organization for better work life balance for women and men, enabling workers and employers to agree on solutions that take their needs into account.

186. At the country level, the ILO will support its constituents in:

- designing and operating adequate minimum wages, statutory or negotiated, taking into account needs of workers and families and economic factors;
- negotiating wages through collective bargaining, taking into account regional or national economic and social indicators, as well as conditions in particular sectors or companies;
- adopting, operating and evaluating measures to enhance efficiency and fairness of pay systems, ensure payment of wages and mitigate the negative impact of economic crisis on wages and employment;
- strengthening laws, policies and measures regarding working-time limits and rest periods, as well as their implementation;

- developing and implementing national laws, policies and measures that promote working-time arrangements and other work organization arrangements, such as telework, that enable work-life balance and adjustments to disruptions to employment or working conditions.

187. At the global level, the ILO will:

- prepare and publish the 2022/23 edition of the *Global Wage Report*;
- prepare a review of wage setting through collective bargaining, including of indicators used in wage bargaining in different contexts;
- convene a meeting of the Subcommittee on Wages of Seafarers of the Joint Maritime Commission with the purpose of updating the minimum monthly basic wage for able seafarers, to take effect as of 1 January 2024;
- prepare a report analysing the implications of the impact of the COVID-19 pandemic on working hours, working-time arrangements, and telework.

Output 7.4. Increased capacity of Member States to provide adequate labour protection to workers in diverse work arrangements, including on digital labour platforms, and in informal employment

188. Many Member States developed innovative labour protection measures in support of workers hardest hit by the pandemic, including in relation to diverse forms of work arrangements and in informal employment. Recovery should build on these measures. In this context, the ILO will give priority to ensuring that certain work arrangements are used for their intended purpose and not to circumvent labour obligations, adapting labour protection as necessary, preventing informalization of formal jobs and promoting the formalization of informal employment in formal enterprises and households, in line with Recommendation No. 204. Knowledge and action on productive employment and decent work on digital platforms will be deepened.

189. At the country level, the ILO will support its constituents in:

- conducting gender-responsive diagnoses about the regulatory environment and compliance gaps in labour protection for workers in diverse forms of work arrangements, including on digital platforms, as well as in informal employment in formal enterprises and households, assessing its incidence, drivers and the vulnerability of the workers concerned;

- adopting policies, reforming laws and regulations, and improving compliance mechanisms to ensure adequate protection to workers in diverse forms of work arrangements;
- conducting assessments of crisis-driven risks of informalization of formal jobs to prevent, mitigate or eliminate them;
- developing integrated policies and revising legislation and compliance mechanisms to facilitate the transition of workers in informal employment to formality and/or prevent informalization of jobs;
- building the capacity of workers' organizations and employers' organizations to provide services to domestic workers and their employers, respectively, and to reduce and prevent informal employment in formal enterprises.

190. At the global level, the ILO will:

- update research on strengthening labour protection for workers in diverse forms of work arrangements, particularly platform work, taking into account the opportunities they may generate, and on worker privacy and personal data protection;
- produce statistical information on women and men in the informal economy (SDG indicator 8.3.1) and contribute to the revision of the statistical methodology on informal work as an input to the 21st ICLS (2023);
- develop practical guidance for conducting risk assessment by labour inspectorates and other relevant enforcement authorities to detect and address informal employment, particularly undeclared work;
- review existing country practices and develop a gender-responsive methodology to assess and address the risk of informalization of formal jobs;
- document the impact of the Domestic Workers Convention, 2011 (No. 189), and the Home Work Convention, 1996 (No. 177), on national laws and their implementation, and formulate policy recommendations to improve their effectiveness.

Output 7.5. Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers

191. The COVID-19 pandemic exposed the widespread protection deficits of migrant workers under current labour migration governance models. Many such workers lost their jobs, had no access to wages and

social protection, or were forced to return to countries struggling with high unemployment levels and business disruptions. To build back better, socio-economic recovery efforts should be inclusive of migrant workers, including returning migrants, in the interest of both these workers and the hosting communities. As experience in many countries has shown, failure to protect migrant workers from the virus in workplaces has led to its spread to the whole community. To this end, the ILO will work to strengthen rights-based, gender-responsive labour migration frameworks, institutions and tailored services, through whole-of-government and migration-cycle approaches based on social dialogue.

192. At the country and regional levels, the ILO will support its constituents in:

- advancing wage protection systems, working and living conditions, portability of entitlements and access to social protection and justice, through new guidance, redress mechanisms, delivery of support services, and capacity development of employers' and workers' organizations;
- fostering tripartite interregional and intraregional dialogue and institutional capacity for the adoption of national, bilateral and regional fair labour migration frameworks based on relevant international labour standards;
- scaling up intervention models developed in 2020–21 to support socio-economic integration, reintegration of returning migrants, and productive employment and decent work for migrant workers, particularly women and youth;

- developing the capacity of labour migration governance institutions to advance skills development and recognition for migrant workers through the Global Skills Partnership and other means;
- in collaboration with UNHCR and other relevant partners, implementing guidance and good practices on labour market integration for refugees and displaced persons, including those impacted by climate change.

193. At the global level, the ILO will:

- undertake joint actions with the United Nations Network on Migration, the Migration Multi-Partner Trust Fund, IOM and other partners in pursuit of the ILO's mandate and promoting relevant ILO standards, tools and guidance, in the context of the Global Compacts on Migration and Refugees;
- support the implementation of ILO and UN system-wide guidance on bilateral labour agreements, including through pilot interventions across migration corridors;
- launch a knowledge hub for the Fair Recruitment Initiative to develop and exchange research, data and good practices;
- update ILO global and regional estimates on migrant workers, including in the care economy; data on recruitment costs for SDG indicator 10.7.1; and the Guidelines concerning statistics of international labour migration for the 21st ICLS (2023).

Outcome 8: Comprehensive and sustainable social protection for all

Persisting challenges, emerging needs and opportunities

194. The COVID-19 crisis has exposed the devastating socio-economic consequences of systemic shocks in the absence of universal and adequate social protection, taking into account that only 31 per cent of the world's population enjoys comprehensive social protection, while 55 per cent has no coverage at all, especially those working in the informal economy. At the same time, social protection systems have been an indispensable part of a coordinated policy response to the crisis generated by the pandemic. Many Member States have intervened decisively to ensure that people can effectively access healthcare, without creating additional hardship, while supporting job and income security for those most affected, therefore enhancing the resilience of workers, enterprises, economies and societies. Responses have also given

prominence to more inclusive approaches to social protection considering the limitations of narrow targeting and tightly monitored conditionalities. In the recovery phase, countries need to reinforce their social protection systems by urgently closing coverage and adequacy gaps through adapted policy solutions; restore and secure the necessary financial resources in a sustainable and equitable way in a challenging economic and fiscal context; and enhance coordination between social protection and employment, economic and fiscal policies.

195. Social protection policies will also need to address persistently high levels of informality and inequality as well as transformative changes in the world of work, driven by technological innovations, demographic shifts, and environmental and climate change, which exacerbate the challenges that social protection systems face.

196. Realizing the important role of social protection as a social and economic stabilizer, countries should seize this opportunity to make the human right to social security a reality for all. Recovery will only be sustained and future crises mitigated if countries move towards comprehensive, sustainable and shock-responsive social protection systems. Social protection policies that enable people to better navigate life and work transitions, structural changes in the labour market and systemic shocks, complementing employment policies, respond better to the Centenary Declaration's call for a human-centred future of work and contribute to the achievement of the 2030 Agenda.

The ILO focus in 2022–23

197. The strategy will continue to be anchored in international labour standards, in particular the Social Security (Minimum Standards) Convention, 1952 (No. 102), and the Social Protection Floors Recommendation, 2012 (No. 202), and in social dialogue, which underpin the ILO's approach to ensuring comprehensive and adequate social protection throughout people's lives. Work to strengthen social protection systems will be intensified with a view to achieving universal health coverage and extending income security to workers in all types of employment, including in the informal and rural economies, own-account workers, migrant workers and other groups in vulnerable situations. Assistance will focus on health insurance, sickness and unemployment benefits, and on accelerating the development of social protection floors.

198. The ILO will also promote the design of integrated social protection policy responses to address transformative changes in the world of work and protect workers and employers, while facilitating just transitions. It will further reinforce the capacities of its constituents to formulate, implement and monitor national social protection policies, enhancing coordination with employment policies that support job creation, formalization and skills acquisition. Special emphasis will be placed on advocating for sufficient fiscal space and making the economic case for social protection by promoting linkages between the creation of decent jobs and the sustainability of social protection systems and on strengthening their role in the humanitarian-development-peace nexus. The outcome of the recurrent discussion on social protection (social security) to be held at the International Labour Conference in 2021 will provide further guidance for the development of sustainable and comprehensive social protection systems.

199. The strategy of the Global Flagship Programme on Building Social Protection Floors for All will build on

lessons learned to strengthen technical advisory support to countries to achieve the 2030 Agenda's social protection goals. The ILO will further strengthen its engagement with UN agencies and multi-stakeholder partnerships, including the Global Partnership for Universal Social Protection to Achieve the Sustainable Development Goals (USP2030), to deliver coordinated technical advisory services to constituents and to keep social protection high on global, regional and national agendas, making the case for public investments in social protection. Building on its recognized international leadership in the management of a holistic system of social protection statistics and indicators, the ILO will leverage its custodianship of SDG indicator 1.3.1 to actively promote the integration of social protection outcomes in UN Cooperation Frameworks.

Output 8.1. Increased capacity of Member States to develop new or reformed sustainable national social protection strategies, policies or legal frameworks to extend coverage and enhance benefit adequacy

200. Strengthening social protection systems demands increased attention to adapting social protection strategies, policies and legal frameworks, based on social dialogue, to the changing world of work in a gender-responsive way, and ensuring an equitable and sustainable financial basis, including sufficient fiscal space. Specific advice in this regard will be provided working in partnership with other UN entities such as UNICEF, through the Social Protection Inter-Agency Cooperation Board (SPIAC-B) and USP2030, and engaging with international financial institutions to protect and increase social spending levels.

201. At the country level, the ILO will support its constituents in:

- adapting their social protection policies and strategies to address the recovery from the COVID-19 crisis and the changes in the world of work, in particular to extend coverage, enhance the adequacy of benefits and ensure their adequate and sustainable financing;
- ratifying and applying Convention No. 102 and other up-to-date social security standards;
- strengthening their capacity to design, implement and monitor social protection systems, in collaboration with the Turin Centre, and to build awareness of social protection;
- deepening strategic partnerships to ensure social protection is included in UN Cooperation Frameworks and is a priority for national SDG

financing strategies, including in dialogue with international financial institutions.

202. At the global level, the ILO will:

- develop policy and technical guidance based on good practices about sustainable financing for social protection systems;
- develop online quantitative tools for the costing and assessment of the financial sustainability and fiscal space options for social protection systems, including pensions and health systems, employment injury insurance schemes, and for care services;
- promote the ILO and UN's rights-based approach in line with international labour standards through multi-stakeholder partnerships including the USP2030, the Global Business Network for Social Protection Floors, and the Social Protection, Freedom and Justice for Workers Network;
- engage with international financial institutions on social spending, including in the context of the integrated national financing frameworks for sustainable development, to advocate for fiscal policies that are more enabling for social protection development;
- conduct research on the impact of social protection on poverty, inequality, productivity, macroeconomic stability and as an accelerator to achieve SDG targets, in particular 1.3, 3.8, 5.4, 8.5 and 10.4.

Output 8.2. Increased capacity of Member States to improve governance and sustainability of social protection systems

203. For a sustainable recovery post COVID-19 and greater resilience, strengthening national social protection systems requires a coordinated effort, based on social dialogue, to improve their governance and sustainability, comprising the contributory and non-contributory schemes and programmes that form part of them. This includes, in particular, reinforcing national capacities to design, govern, administer, finance, coordinate and monitor social protection schemes and programmes in line with international social security standards and with the engagement of the social partners. The development and delivery of Inter-Agency Social Protection Assessments (ISPA) tools in coordination with UN agencies and development partners will facilitate mainstreaming ILO standards and principles in joint UN work.

204. At the country level, the ILO will support its constituents in:

- improving governance, institutional coordination and rights-based administration and delivery of social protection systems, including comprehensive and robust management and information systems and the use of digital technologies;
- improving financial management and economic sustainability of social protection schemes/programmes for post-COVID-19 recovery, adapted to the world of work and supporting labour market transitions;
- enhancing statistical capacities to monitor their social protection systems and to track progress in achieving universal social protection and relevant SDG targets, through administrative data, surveys and big data, including in the context of UN Cooperation Frameworks;
- enhancing capacities for institutional coordination, administrative and financial governance and education, in collaboration with the Turin Centre;
- promoting social dialogue on social protection, including by strengthening the capacities of the social partners to participate effectively in social protection reform debates;
- developing a comprehensive training programme including on employment-injury insurance, in collaboration with the Turin Centre.

205. At the global level, the ILO will:

- enhance the collection, analysis, dissemination and use of social protection data, with a more substantial gender content, through the online Social Security Inquiry, the World Social Protection Database and dashboards, and report on progress on SDG indicator 1.3.1;
- develop and pilot assessment and scheme governance tools to build national statistical systems for social protection and assess the adequacy of benefits, social protection financing and social assistance, where relevant in the framework of the SPIAC-B;
- prepare and disseminate the 2023–25 edition of the *World Social Protection Report*.

Output 8.3. Increased capacity of Member States to integrate social protection in comprehensive policy responses to support and protect workers and employers during their life and work transitions

206. Together with other policies, social protection plays a key role in supporting workers during life and work transitions, including from school to work, between jobs and other transitions associated with

labour mobility, active ageing, migration, parenting, employment injury rehabilitation, and return to work for victims of work accidents. A special effort will be made to expand maternity/paternity/parental protection and care benefits and services. COVID-19 has added further urgency to ensuring that social protection systems are well adapted and part of integrated policy responses, based on social dialogue, in order to guarantee adequate levels of protection needed by workers and employers, facilitating formalization of workers and enterprises and ensuring the sustainability of social protection systems. The ILO will work closely in this area with relevant partners and in multi-stakeholder forums.

207. At the country level, the ILO will support its constituents in:

- developing policies to integrate social protection/security with skills and employment measures, to support workers and employers during life and work transitions and in times of crisis and recovery;
- developing and implementing innovative strategies to extend coverage to diverse forms of work arrangements and support transitions to the formal economy of workers and enterprises, including micro and small enterprises, combining contributory and non-contributory schemes and the improvement of administrative systems;
- developing and implementing policies to protect persons affected by shocks, including climate change, facilitating a just transition to environmentally sustainable economies, and facilitating the transition from emergency programmes, including humanitarian assistance, to sustainable social protection systems;

- developing bilateral/multilateral social security agreements and unilateral measures, including social protection floors, to protect current and returning migrant workers and their families, asylum seekers and refugees;
- developing adequate and sustainable financing strategies to support world of work transformations, based on solidarity and risk pooling.

208. At the global level, the ILO will:

- develop evidence-based guidance on adapting social protection systems to the changing world of work, systemic shocks and a just transition to environmentally sustainable economies, including with regard to unemployment protection and integration with skills and employment;
- conduct research and develop guidance for building gender-responsive social protection systems, together with investments in childcare and long-term care services;
- develop guidance to cover workers on digital platforms through adapted national social security legislation and enhanced compliance of digital platforms, and explore options for cross-national coordination;
- develop further guidance for the extension of social protection to workers in the informal economy;
- develop a methodology grounded in ILO standards on social security to assist countries in undertaking self-assessments of their social security systems and guiding reform scenarios, notably on pensions.

► III. Enabling outcomes

209. This section presents the three enabling outcomes and their accompanying outputs that are fundamental to the efficient functioning of the ILO and the effective pursuit of its substantive policy and

normative work. Indicators for the outputs are included in the results framework presented in Appendix I.

Outcome A: Improved knowledge and influence for promoting decent work

210. The Centenary Declaration calls on the ILO to “maintain the highest levels of statistical, research and knowledge management capacities and expertise in order to further strengthen the quality of its evidence-based policy advice” and to intensify the “engagement and cooperation within the multilateral system with a view to strengthening policy coherence”. The realization of these objectives is essential to support ILO Members’ work within countries, but also to enable the Organization to strengthen its global leadership role as a centre of evidence-based knowledge on the world of work and a key partner to shape a human-centred approach to recovery in the aftermath of the COVID-19 crisis.

211. Building on progress made in recent years, the Office will continue to invest in the generation, management and brokering of relevant, reliable and timely research and statistics, with particular attention to sectors and groups most affected by the pandemic, with a view to supporting constituents in the design and implementation of effective, evidence-based policies. These efforts will be grounded in a more consistent and impactful approach to communications and partnerships with a view to catalysing greater cooperation around integrated policy responses that advance the objectives of the Decent Work Agenda and the priorities of the Centenary Declaration. This will entail more structured collaboration and coordination within the Office and enhanced engagement across the UN, in multilateral processes such as the G7, the G20 and the BRICS countries (Brazil, the Russian Federation, India, China and South Africa), with international financial institutions, and with multi-stakeholder alliances and partnerships.

Output A.1. Enhanced decent work statistics using innovative sources and statistical standards

212. The need for immediate and longer-term responses to the crisis has reconfirmed the importance of timely and reliable data, based on international statistical standards, to inform policymaking. The ILO will continue to compile and disseminate globally harmonized data, especially on

decent work-related SDG indicators, and provide technical assistance to constituents in this regard. It will forge stronger partnerships with other agencies and further turn to innovative sources like big data to complement official statistics, through the development of nowcasting models to feed ILO estimates and analyses. The Office will celebrate 100 years of statistical standard-setting through the 21st ICLS in October 2023. The main agenda item for that Conference will focus on the revision of the statistical definition of informality. In addition, the measurement of other concepts, such as labour migration, violence and harassment in the world of work, and new forms of work arrangements, will also be discussed.

213. Specific deliverables during the biennium will include:

- analytical reports and discussion papers to support the work of the ICLS, including revised standards and the definition of informality;
- an enhanced ILOSTAT platform, allowing for decent work disaggregated data, including on specific sectors, to be available on time for countries engaged in policy development, including in the context of UN Cooperation Frameworks and Decent Work Country Programmes;
- enhanced support to Member States in strengthening their labour market information systems through the use of national administrative data and other sources;
- tailored capacity development programmes to support ILO constituents in the production of SDG and other decent work indicators assuring the use of the latest statistical standards.

Output A.2. Cutting-edge research and improved knowledge management to promote decent work

214. To improve support to the knowledge needs of ILO constituents and strengthen its influence at global, regional and national levels, the Office will continue to develop and provide cutting-edge, evidence-based interdisciplinary research. It will also

pursue concerted efforts to leverage the expertise and knowledge of tripartite constituents when designing and undertaking research and it will strengthen its knowledge management function to improve knowledge-sharing among ILO staff, constituents and partners. More efforts will be dedicated to ensuring the uptake of flagship reports, research briefs and knowledge products on the future of work by constituents and within the global research and academic communities. The findings and recommendations of the high-level evaluation on research and knowledge management will drive improvements in this area.

215. Specific deliverables during the biennium will include:

- global and regional reports, briefs and think pieces on the future of work tailored to the needs of constituents, including to inform policy advice and capacity development initiatives in Member States;
- cross-cutting, gender-responsive global, regional and country-specific research projects on decent work issues that provide clear and operational policy recommendations, including at sectoral level, with a view to influencing policy agendas of countries and recommendations of other international agencies and multilateral organizations;
- a strong, consolidated and coordinated knowledge management function to support improved knowledge-sharing, collaboration and monitoring within the Office, as well as the dissemination and uptake by constituents, relevant external networks and development partners.

Output A.3. Communication for increased uptake and impact of the knowledge base

216. The planned, coordinated and timely production of ILO content, as well as its targeted, effective and efficient dissemination, are essential to ensure that ILO constituents and other audiences have access to the knowledge and tools they need to implement a human-centred approach to the future of work. The extraordinary context of COVID-19 has accelerated innovation in this area and the adoption of new online communication methods. The ILO will therefore reinforce strategic communication planning to ensure that relevant knowledge content is shared effectively, considering external contexts and events for greater impact. It will also strengthen its marketing function, prioritizing digital channels, to ensure key audiences receive, engage with and share ILO knowledge content in formats that are relevant and useful to them. All communication content will promote the

ILO's core values, including equal opportunities and treatment for all women and men.

217. Specific deliverables during the biennium will include:

- inclusive, audience-oriented communication campaigns, using different formats, technology and in multiple languages, to promote the ILO's key knowledge products, including flagship reports, and foster their uptake and use, including at country level;
- improved channels of communication, including webinars, newsletters and emailing lists, to increase direct outreach to key audiences, in particular constituents, development partners, multilateral organizations and other stakeholders, the public and the media;
- new digital products and platforms to increase the number of visitors coming to the ILO website, following the ILO on social media, attending ILO events and using ILO knowledge products.

Output A.4. Enhanced partnerships for policy coherence and cooperation to achieve decent work and sustainable development results

218. The COVID-19 crisis has demonstrated that timely collaboration and solidarity among different partners are essential to forge effective solutions to shared challenges. The pursuit of the ILO's human-centred approach in recovery efforts rests on partnerships and alliances with a wide array of actors, drawing also on ongoing cooperation among ILO constituents, to promote policy coherence, in particular in the context of country-level operations, as well as to leverage financing for the achievement of decent work related SDGs and outcomes. The Office will therefore deepen and diversify its partnerships to build and consolidate integrated national and regional policy and financing frameworks, including at sectoral level, focusing on the Decent Work Agenda and related SDGs, as well as to strengthen the alignment of its development cooperation portfolio with the programme and budget outcomes. Work in the biennium will also include continued support to processes in the context of the United Nations Sustainable Development Group, stronger engagement in South–South and triangular cooperation and proactive engagement with the United Nations development system, international financial institutions, and multilateral organizations and processes, especially in the context of recovery efforts.

219. Specific deliverables during the biennium will include:

- global and country-specific technical support and capacity development to consolidate and expand ongoing programmes, facilitate engagement of ILO constituents and partners in global alliances, South–South and triangular cooperation, UN issue-based coalitions, multi-stakeholder partnerships and UN Cooperation Frameworks;
- advocacy products and engagement strategies aimed at facilitating joint work with international

financial institutions, including multilateral organizations, intergovernmental groups and regional development banks, focusing on policy coherence for decent work and financing of decent work outcomes prioritized by ILO constituents;

- systematic analysis of resource and funding gaps for the ILO policy work resulting in thematic campaigns and structured dialogues with funding and other development partners from the public and private sector, in line with the UN Funding Compact.

Outcome B: Improved leadership and governance

220. The ILO is unique in bringing together governments, employers and workers to set international labour standards and develop policies for the world of work. It is the responsibility of the Organization and its constituents to take a leadership role in advancing its mandate on the basis of the Centenary Declaration, especially in the context of the aftermath of COVID-19. Work during the biennium will continue to make progress towards the goals of the Centenary Declaration by strengthening the leadership and strategic direction of the Organization in shaping the global and national policy agenda for a human-centred recovery with decent work.

221. To enable all constituents to consider, discuss and arrive at agreed policy positions through the Governing Body and the International Labour Conference, the Office will strengthen the agenda-setting process; provide high-quality, independent and timely legal services; and produce evidence-based documents and briefings on policy issues, while ensuring accountability and providing assurance that the Organization continues to achieve its objectives through strengthened oversight and evaluation functions.

222. The Office will continue to maintain its working relations with UN institutional bodies and other relevant entities, including the United Nations Chief Executives Board for Coordination, the Joint Inspection Unit and the United Nations Evaluation Group, to benefit from good practices in leadership, governance, oversight and evaluation.

Output B.1. Enhanced leadership and strategic direction to ensure organizational impact

223. The core mandate of the International Labour Conference and the Governing Body is to provide strategic direction for the Organization's work with a view to ensuring coherence, coordination and collaboration within the International Labour Office to

support the constituents in achieving policy outcomes and decent work results, considering the global development agenda and the ILO's role within the United Nations development system. The ILO will continue to make best use of the Organization's tripartite structure and convening authority to lead and shape a human-centred recovery that leaves no one behind, with productive employment and decent work at all levels through effective tripartite decision-making and enhanced political engagement. Particular efforts will be devoted to stepping up ILO leadership at country level with appropriate skills and resources by improving the alignment of national action that meets the diverse needs of the constituents with the global goals of the Organization.

224. Specific deliverables during the biennium will include:

- authoritative policy outcomes and instruments adopted by the International Labour Conference for the ILO to play a leadership role in setting up a common agenda for building back better and for future crisis mitigation, with productive employment and decent work for all; this will be pursued through enhanced and inclusive political engagement and policy dialogue at global, regional and national forums;
- improved functioning of the recurrent discussions in light of the resolution on Advancing Social Justice through Decent Work and the framework for recurrent discussions adopted by the Governing Body, as a means of informing ILO strategic priority setting based on a better understanding of the different needs of the constituents and their capacities;
- further improved strategic planning and programming processes focusing on country-level leadership and impact with clear links between the global objectives and results framework of the

Organization with those of Decent Work Country Programmes and UN Cooperation Frameworks, reflecting the diverse needs of countries and ensuring tripartite ownership.

Output B.2. Effective and efficient support to decision-making by governing organs

225. The Office will continue to provide support to the governing organs with a view to pursuing further improvements in the operations of the Conference, the Governing Body and the regional meetings, and to increasing inclusiveness, transparency and efficiency. This will be achieved through better managed agendas, improved communication with constituents and timely provision of quality meeting documents. Focus will be on supporting the discussion on the democratization of the function and composition of the governing bodies of the ILO, the Conference and Governing Body agenda setting and strengthening constituents' engagement and participation in policymaking and decision making through improved means and tools, taking advantage of technology and based on experience obtained during the pandemic.

226. Specific deliverables during the biennium will include:

- proposals for democratization of the composition of the ILO governing bodies to ensure full, equal and democratic participation in its tripartite governance system and decision-making;
- a periodically revised and shared portfolio of Conference agenda items based on four coordination group meetings held during the biennium and on relevant ILO research and knowledge products developed in a timely manner, as well as on global tripartite meetings, such as meetings of experts and technical meetings, as appropriate;
- regular informal briefings of Governing Body members ahead of Governing Body sessions on the portfolio of Conference agenda items;
- an integrated approach to servicing the governance organs encompassing a streamlined document production process and an integrated on-line database to optimize official correspondence with the possibility of organizing virtual and hybrid meetings as necessary;
- new technology-based forms to complement the existing mechanisms to receive regular constituents' feedback, with the purpose of improving the Office's responsiveness to their evolving needs for information and therefore quality decision-making;

- high-quality, independent and timely legal services focusing on enhancing legal certainty and user-friendliness of rules of procedure of governing organs.

Output B.3. Strengthened oversight, evaluation and risk management to ensure transparency and compliance

227. The ILO applies the "three lines of defence" model for risk management and internal control adopted by the United Nations High Level Committee on Management. This includes: (a) functions that own and manage risks and controls ("first line – operational management"); (b) functions that oversee risks and controls ("second line – business enabling and control oversight"); and (c) functions that provide the Governing Body and senior management with independent assurance of the efficiency and effectiveness of the system of internal control ("third line – independent assurance").

228. In the ILO, a robust internal control framework based upon the Integrated Resource Information System (IRIS), which is now available in every ILO office, maintains the first two lines. A risk-based delegated authority monitored by management is applied across the Office on the basis of operational needs. In the third line of defence, the Office of Internal Audit and Oversight and the Evaluation Office provide an overview of overall performance and compliance, reporting independently and directly to the Governing Body. In addition, the External Auditor provides an audit opinion on the ILO's annual financial statements and a report to the Governing Body on the Office's overall performance, as well as performance in specific areas, based on a risk approach. Work in the biennium will aim at further consolidating the operation of this model.

229. Specific deliverables during the biennium will include:

- adapted risk assessment processes and audit plans to ensure widespread coverage of traditional as well as evolving high-risk areas that have arisen in light of the COVID-19 pandemic, as well as follow-up audits to verify that management implements recommendations within agreed time frames;
- an enhanced integrated evaluation planning system improving coverage and strengthened complementarity between evaluation and other oversight functions;
- innovative evaluation approaches and methods to ensure timely and high quality evaluations and enhanced engagement of constituents, which will provide sound evaluative evidence for improved

effectiveness and organizational learning of the ILO, particularly in the context of COVID-19 response and beyond;

- state-of-the-art systems and formats to share evaluation findings regarding the ILO's substantive work that facilitate follow-up to recommendations and their use.

Outcome C: Optimized use of resources

230. The ILO's programme of work is funded from an integrated resource base, which includes the assessed contributions to the regular budget and voluntary contributions from public and private funding partners. To optimize the use of these contributions and ensure they yield sustainable results, the Office needs to have management systems and business processes, supported by an appropriate digital and physical infrastructure, that respond to the needs of and adapt to diverse operational environments, while meeting the necessary quality standards in terms of transparency, accountability and value for money. It is equally important to attract and sustain a highly motivated and performing workforce with the appropriate skills and the highest ethical standards, and to foster an organizational culture that encourages a human-centred approach to change, innovation and continuous improvement.

231. Work in the biennium will focus on improving the impact, quality, responsiveness and efficiency of the Office's support services as enablers of organizational performance, informed by lessons learned and recommendations from audits and evaluations, and aligned with progress in the UN reform.

Output C.1. Improved operational strategies, systems and approaches to increase value for money

232. Value-for-money considerations – economy, efficiency and effectiveness – and the application of ethical standards form the basis of good management and use of public funds. The Office will improve flexible and innovative modalities for integrated management of the resources entrusted to the ILO, applicable to all sources of funds, and for the delivery of services in a more efficient and effective manner, including in countries where the ILO is not physically present. Special consideration will be given to common working arrangements with other UN entities derived from the UN reform and to possibilities to streamline operations and strengthen service provision through digitalization. Further improvements in monitoring and reporting systems will allow for better and more transparent reporting, in line with international standards.

233. Specific deliverables during the biennium will include:

- a consolidated business model for the provision of technical advice and administrative services, including in countries where the ILO is a non-resident agency, by further piloting the outposting of technical experts, systematic remote participation in UN Country Teams through digital means, and common business operations with other UN entities through the mutual recognition of policies, procedures and systems;
- enhanced strategic budgeting procedures to ensure synergies and the most efficient use of available resources aligned with the programme and budget outcomes;
- enhanced monitoring and reporting systems focusing on how resources are utilized and results achieved, aligned with the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC), the International Aid Transparency Initiative (IATI) and UN Data Cube standards and the UN Funding Compact, building on progress made in 2020–21;
- improved facilities infrastructure and strengthened travel policies for more efficient energy and resource usage;
- an Environmental and Social Sustainability Framework (ESSF) codifying performance standards for ILO activities, accompanied by adequate application arrangements.

Output C.2. Improved reliability and capacity of the digital and physical infrastructure to support new working modalities and business continuity

234. The COVID-19 crisis has demonstrated the importance of developing an appropriate digital infrastructure for regular operations and business continuity, as well as to facilitate outreach towards constituents and ILO partners. The Office has already implemented a disaster recovery plan that contains detailed instructions on how to respond to a number of potentially disruptive events affecting IT equipment and outputs. Work will continue on extending access to ILO systems, information and knowledge bases

beyond the trusted ILO network, facilitated by improvements in IT security in terms of reach and responsiveness. The transition towards a primarily digital production environment will continue, including to better support new communication and knowledge management methods and products.

235. In the area of physical infrastructure, innovation will lead to further improvements in facilities management, by digitalizing business processes, centralizing data management and replacing several obsolete software applications. The Office will continue to focus on ensuring safe and secure operating conditions for both the field and headquarters, with due regard to physical security and occupational safety and health considerations.

236. Specific deliverables during the biennium will include:

- a 24/7 Security Operation Centre to ensure ILO data and accounts are monitored and the cyberthreat landscape is scanned in real time, allowing new weaknesses to be quickly detected and rapidly addressed, accompanied by additional security applications and software upgrades;
- improved accessibility standards incorporated into the design of all new applications or IT services delivered by the Office;
- advanced systems to facilitate the production of digital publications, communication, teamwork and information sharing between staff and with the constituents and partners, contributing also to effective knowledge management, reducing the need for travel and enabling better collaboration and service provision;
- an Integrated Workplace Management System linking facilities management with security and human resources systems, generating efficiencies in the control of physical assets, building access and delivery of support services;
- enhanced physical infrastructure, improving security arrangements and building access, including a new security pavilion at headquarters.

Output C.3. Enhanced policies and systems to develop a highly performing, motivated and diverse workforce

237. The Office will further develop existing policies and tools to nurture a diverse, inclusive and mobile workforce with the skills required for effective delivery of the ILO mandate. The Office will consolidate an employee-centred approach for talent management and promote a fair, inclusive and respectful work environment to support the development of a highly

performing and motivated workforce, where everyone feels valued. Effective human resources policies and leadership initiatives will be developed to ensure that all staff fully understand what is expected of them and are motivated to address the challenges and opportunities of the future of work as reflected in the Centenary Declaration and in the wider UN system. Accountability mechanisms will evaluate performance in a manner that contributes to implementation of improvements and ensures high organizational performance, learning and development.

238. Specific deliverables during the biennium will include:

- strengthened workforce planning and outreach to recruit highly qualified candidates, improve gender parity and geographical diversity, while ensuring the necessary breadth of skills and experience of ILO staff relevant to the three constituent groups;
- strategic investments in staff development addressing skills gaps in emerging priority areas, talent management and longer-term career goals, ensuring an agile response to evolving constituents' needs and working methods;
- effective human resources policies and efficient mechanisms to support optimal staff performance, including in an increasingly digitalized and virtual workplace, supported by a better performance management system to ensure that there is a clear accountability line linking the main goals and outcomes of the ILO with expected deliverables of the organizational units, down to individual objectives;
- enhanced policies and implementation of consequence management measures leading to a respectful working environment, ensuring the highest ethical standards of conduct, including by preventing and addressing sexual exploitation and abuse, violence and harassment, and any form of discrimination and misconduct at work.

Output C.4. Enhanced organizational capacity for change, innovation and continuous improvement

239. The ILO will continue to step up efforts to be future-ready and able to take advantage of the opportunities to advance its social justice mandate and to implement the Centenary Declaration by further developing its capacity to innovate. A workplace culture that encourages staff to propose and implement innovative ideas will be pursued, where staff are given the space to test new approaches, are recognized for efforts to identify improvements and supported in appropriate risk-

taking. Staff will have access to the tools and support required to develop innovative new products, services and working methods, contributing to improved responses to ILO constituents' needs and the achievement of results. Improved internal communications and knowledge-sharing will heighten awareness of the importance of innovation for the Organization, the need and opportunities for staff to participate, and the results achieved.

240. Specific deliverables during the biennium will include:

- policies that recognize managers' encouragement of staff engagement in innovation, thereby fostering an organizational culture that supports creative thinking and is open to exploring new approaches;
- incentives that encourage staff to contribute ideas for improvements and devote time to lead or take part in implementing innovation projects, with a view to generating a wider and richer exchange of ideas and motivating staff to collaborate across organizational boundaries;
- a digital platform that will enable staff to participate in Office-wide initiatives to solve problems and improve products, services and working methods, including through online, cross-Office dialogue and multi-disciplinary project teams;
- a range of methods to strengthen team dynamics and staff engagement in order to diagnose challenges, develop solutions and implement improvements applicable in diverse situations.

► Appendix I

Results framework for 2022–23

1. This appendix presents the ILO results framework for 2022–23. It contains the expected results in relation to the intended long term impact, the eight policy outcomes and the three enabling outcomes, alongside the corresponding outputs, with indicators at the three levels:

- 4 impact indicators track longer-term changes in relation to the Decent Work Agenda and the achievement of the SDGs.
- 14 outcome indicators measure the effect of improved policies and institutions on labour markets and people's lives.
- 59 policy output indicators measure the immediate effects of the ILO's capacity development efforts on the improvement of policies, institutions and conditions for decent work.
- 31 output indicators measure improvements and progress in relation to the knowledge, leadership, influence, governance and operational management of the ILO.

2. Relative to 2020–21, the results framework includes the following changes:

- 2 new outputs – on the application of sectoral standards, codes of practice and guidelines (2.4) and on the digitalization of skills system (5.4) – with 3 accompanying indicators (2.4.1, 5.4.1 and 5.4.2), and a new output indicator on working time (7.3.2), reflecting the need for adaptation of the ILO's work in view of the new realities confronting constituents in Member States;
- 4 revised indicators (6.3.1, 6.4.2, 7.3.1 and 7.4.1) with a clearer focus on the expected results to be

achieved, building on lessons learned from the implementation of the programme in 2020;

- revised and updated baseline information to show cumulative progress over time, based on the more recent data available, usually corresponding to 2019 (pre-COVID-19 crisis) for impact and outcome indicators, and for the output indicators also reflecting estimates for 2021, to be updated in February 2022 considering results reported on in the Programme Implementation Report 2020–21;
 - targets for the output indicators broken down by region, considering available resources and expected outcomes of partnerships and resource mobilization efforts;
 - 3 thoroughly revised enabling outcomes, and accompanying outputs and indicators, with an enhanced emphasis on sustaining greater efficiency, effectiveness, transparency and accountability to support the delivery of the policy outcomes in the post-COVID-19 environment.
3. Similarly to 2020–21, the results framework includes 13 SDG indicators under ILO custodianship to track progress at the impact and outcome levels. Under the guidance of the Governing Body, work will continue in 2022–23 to establish indicators at that level that can fully measure progress in relation to social dialogue and tripartism.
4. Measurement, monitoring of progress and reporting of results at the output level will be based on detailed technical notes developed by the Office for this purpose. The notes specify the qualitative criteria that define the expected results to be achieved with ILO support, which in all cases should be based on consultations with the social partners and international labour standards.

► **Table I.1. Long-term impact**

Social justice through decent work: A fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all			
Impact indicators	Means of verification	Baseline	Target
Proportion of employed population below the international poverty line, by sex, age, and geographical location (urban/rural) (working poverty rate, sub-component of SDG indicator 1.1.1).	ILOSTAT	7.4% (2018) 7.1% (2019)	Eradicate extreme poverty for all people everywhere (SDG target 1.1).
Annual growth in average real monthly earnings of employees (linked to SDG indicator 8.5.1).	ILOSTAT	1.6% (2017) 2.2% (2018) 2.0% (2019)	Full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value (SDG target 8.5).
Unemployment rate, by sex, age and persons with disabilities (SDG indicator 8.5.2).	ILOSTAT	5.4% (2018) 5.4% (2019)	
Labour share of GDP (SDG indicator 10.4.1).	ILOSTAT	51.4% (2017)	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality (SDG target 10.4).

► **Table I.2. Policy outcomes**

Indicators	Means of verification	Baseline	Target
1. Strong tripartite constituents and influential and inclusive social dialogue			
To be developed.			
Output 1.1. Increased institutional capacity of employer and business membership organizations (EBMOs)			
1.1.1. Number of EBMOs with improved governance systems, strategies to widen representation and/or enhanced service provision.	Reports, documented proceedings, service/training records, guides/manuals, and business plans/strategies of employers and business membership organizations; partnership agreements; media coverage; or other official documents.	20 (2019) 24 (2021 *)	24 organizations (7 in Africa, 7 in the Americas, 1 in Arab States, 6 in Asia-Pacific, 3 in Europe-Central Asia).
1.1.2. Number of EBMOs that produce analyses on the changing business environment and conduct advocacy activities to influence policymaking.		16 (2019) 20 (2021 *)	21 organizations (7 in Africa, 5 in the Americas, 1 in Arab States, 5 in Asia-Pacific, 3 in Europe-Central Asia).

Indicators	Means of verification	Baseline	Target
Output 1.2. Increased institutional capacity of workers' organizations			
1.2.1. Number of national workers' organizations with innovative strategies to attract new groups of workers and/or to improve their services.	Annual reports of workers' organizations; collective bargaining agreements; official reports and	32 (2019) 48 (2021 *)	37 organizations (13 in Africa, 8 in the Americas, 4 in Arab States, 10 in Asia-Pacific, 2 in Europe-Central Asia).
1.2.2. Number of workers' organizations that produce proposals to be considered in social dialogue mechanisms for policymaking.	publications; media; national, regional and multilateral policies, laws and regulations; trade agreements; comments and reports of the ILO supervisory bodies.	24 (2019) 45 (2021 *)	36 organizations (12 in Africa, 8 in the Americas, 3 in Arab States, 10 in Asia-Pacific, 3 in Europe-Central Asia).
Output 1.3. Increased institutional capacity and resilience of labour administrations			
1.3.1. Number of Member States with institutional frameworks for labour administration that address current and new challenges in the world of work.	Official national documents and reports, including from employers' and workers' organizations,	7 (2019) 28 (2021 *)	25 Member States (5 in Africa, 8 in the Americas, 2 in Arab States, 5 in Asia-Pacific, 5 in Europe-Central Asia).
1.3.2. Number of Member States with targeted strategic compliance plans, developed in consultation with the social partners.	and reports by ILO supervisory bodies.	8 (2019) 16 (2021 *)	13 Member States (4 in Africa, 1 in the Americas, 4 in Arab States, 3 in Asia-Pacific, 1 in Europe-Central Asia).
Output 1.4. Increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions			
1.4.1. Number of Member States with newly developed or strengthened institutions, mechanisms or regulatory frameworks for social dialogue, labour relations or dispute prevention/ resolution that address current and emerging challenges in the world of work.	Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies.	10 (2019) 40 (2021 *)	29 Member States (9 in Africa, 4 in the Americas, 3 in Arab States, 10 in Asia-Pacific, 3 in Europe-Central Asia).
1.4.2. Number of Member States with improved policies or practices to promote collective bargaining and/or workplace cooperation. ¹		6 (2019) 16 (2021 *)	19 Member States (4 in Africa, 2 in the Americas, 2 in Arab States, 10 in Asia-Pacific, 1 in Europe-Central Asia).

Indicators	Means of verification	Baseline	Target
2. International labour standards and authoritative and effective supervision			
Level of national compliance with labour rights (freedom of association and collective bargaining) based on ILO textual sources and national legislation, by sex and migrant status (SDG indicator 8.8.2).	ILOSTAT	The world aggregate score is 5.4 on a scale of 0 to 10 (0 being the best and 10 the worst), both for 2016 and 2017.	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (SDG target 8.8).
Output 2.1. Increased capacity of Member States to ratify international labour standards			
2.1.1. Number of ratifications of fundamental and governance Conventions or Protocols.	Official national documents and reports by ILO supervisory bodies, compiled in ILO normative databases.	1,888 (2019) 1,918 (2021 *)	25 ratifications (6 in Africa, 3 in the Americas, 1 in Arab States, 12 in Asia-Pacific, 3 in Europe-Central Asia).
2.1.2. Number of ratifications of up-to-date technical Conventions, including those recommended by the Governing Body in the context of the Standards Review Mechanism. ²		2,582 (2019) 2,622 (2021 *)	80 ratifications (20 in Africa, 15 in the Americas, 5 in Arab States, 25 in Asia-Pacific, 15 in Europe-Central Asia).
Output 2.2. Increased capacity of Member States to apply international labour standards			
2.2.1. Number of cases of progress in the application of ratified Conventions noted with satisfaction by the supervisory bodies.	Official national documents and reports by ILO supervisory bodies, compiled in ILO normative databases.	45 (2019) 50 (2021 *)	50 cases of progress.
2.2.2. Percentage of new UN Cooperation Frameworks that include measures to address issues raised by the ILO supervisory bodies.		10% (2020)	10%
Output 2.3. Increased capacity of Member States to engage in a forward-looking international labour standards policy			
2.3.1. Percentage of reports on the application of ratified Conventions due by 1 September received in a timely manner that include replies to comments of the supervisory bodies.	Official national documents and reports by ILO supervisory bodies, compiled in ILO normative databases.	38% (2018–19) 40% (2020–21 *)	40%
2.3.2. Number of Member States with tripartite mechanisms enabling constituents to effectively engage in the implementation of international labour standards at the national level, including reporting to the supervisory bodies.		10 (2019) 20 (2021 *)	20 Member States (5 in Africa, 4 in the Americas, 2 in Arab States, 5 in Asia-Pacific, 4 in Europe-Central Asia).
Output 2.4. Increased capacity of Member States to apply sectoral international labour standards, codes of practice and guidelines			
2.4.1. Number of Member States with new or improved initiatives to apply ILO sectoral standards and sectoral codes of practice and guidelines endorsed by the Governing Body.	National documents and reports, including from employers' and workers' organizations; reports by ILO supervisory bodies; reports compiled through the ILO Sectoral Coordination Mechanism.	Not applicable.	15 Member States (6 in Africa, 2 in the Americas, 1 in Arab States, 6 in Asia-Pacific).

Indicators	Means of verification	Baseline	Target
3. Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all			

Proportion of informal employment in non-agriculture employment, by sex (SDG indicator 8.3.1). *	ILOSTAT	50.5% (2016)	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small and medium-sized enterprises, including through access to financial services (SDG target 8.3).
* (It is expected that SDG indicator 8.3.1 will be revised to cover informality in agriculture as well as non-agriculture.)			

Employment-to-population ratio (aged 15 years and above).	ILOSTAT	57.6% (2018) 57.4% (2019)	Achieve higher share of working age population in employment and reduce gender gaps in employment rates.
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Output 3.1. Increased capacity of Member States to formulate and implement national employment policies in response to the COVID-19 crisis

3.1.1. Number of Member States with new generation of national employment policies addressing country-specific future of work challenges.	Official national reports and documentation, compiled in the ILO Strategic Management System.	19 (2019) 35 (2021 *)	32 Member States (12 in Africa, 4 in the Americas, 3 in Arab States, 8 in Asia-Pacific, 5 in Europe-Central Asia).
3.1.2. Number of Member States with a national strategy for youth employment, as a distinct strategy or as part of a national employment strategy (based on SDG indicator 8.b.1).		10 (2019) 14 (2021 *)	17 Member States (8 in Africa, 3 in the Americas, 2 in Arab States, 3 in Asia-Pacific, 1 in Europe-Central Asia).
3.1.3. Number of Member States with an integrated strategy towards formalization in line with Recommendation No. 204.		10 (2019) 16 (2021 *)	10 Member States (3 in Africa, 4 in the Americas, 2 in Arab States, 1 in Europe-Central Asia).

Output 3.2. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in the rural economy

3.2.1. Number of Member States with measures for decent work in rural areas.	Official national reports and documentation, compiled in the ILO Strategic Management System.	8 (2019) 23 (2021 *)	15 Member States (4 in Africa, 4 in the Americas, 2 in Arab States, 3 in Asia-Pacific, 2 in Europe-Central Asia).
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Output 3.3. Increased capacity of Member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies

3.3.1. Number of Member States with policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	3 (2019) 8 (2021 *)	18 Member States (8 in Africa, 6 in the Americas, 1 in Arab States, 2 in Asia-Pacific, 1 in Europe-Central Asia).
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Output 3.4. Increased capacity of Member States to promote peaceful, stable and resilient societies through decent work

3.4.1. Number of Member States with programmes to promote peaceful, stable and resilient societies through decent work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	2 (2019) 13 (2021 *)	18 Member States (6 in Africa, 5 in the Americas, 4 in Arab States, 3 in Asia-Pacific).
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Indicators	Means of verification	Baseline	Target
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Output 3.5. Increased capacity of Member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older workers

3.5.1. Number of Member States with strengthened employment services and labour market programmes addressing transitions to decent work, including for young and older persons.	Official national reports and documentation, compiled in the ILO Strategic Management System.	14 (2019) 30 (2021 *)	22 Member States (7 in Africa, 6 in the Americas, 1 in Arab States, 1 in Asia-Pacific, 7 in Europe-Central Asia).
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4. Sustainable enterprises as generators of employment and promoters of innovation and decent work

Annual growth rate of real GDP per employed person (SDG indicator 8.2.1).	ILOSTAT	2.2% (2018) 1.9% (2019)	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors (SDG target 8.2).
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Output 4.1. Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises

4.1.1. Number of Member States with a strategy and/or action plan to improve the enabling environment for sustainable enterprises' creation and growth.	Official national reports and documentation, compiled in the ILO Strategic Management System.	10 (2019) 23 (2021 *)	14 Member States (7 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia-Pacific, 2 in Europe-Central Asia).
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Output 4.2. Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability

4.2.1. Number of Member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability.	Official national reports and documentation, compiled in the ILO Strategic Management System.	9 (2019) 37 (2021 *)	28 Member States (8 in Africa, 5 in the Americas, 3 in Arab States, 11 in Asia-Pacific, 1 in Europe-Central Asia).
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Output 4.3. Increased capacity of Member States to develop policies, legislation and other measures that are specifically aimed at facilitating the transition of enterprises to formality

4.3.1. Number of Member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality.	Official national reports and documentation, compiled in the ILO Strategic Management System.	8 (2019) 22 (2021 *)	17 Member States (7 in Africa, 2 in the Americas, 3 in Arab States, 3 in Asia-Pacific, 2 in Europe-Central Asia).
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Output 4.4. Increased capacity of Member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred approach to the future of work

4.4.1. Number of Member States with policies or measures to promote alignment of business practices with decent work priorities and a human-centred approach to the future of work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	3 (2019) 17 (2021 *)	13 Member States (4 in Africa, 6 in the Americas, 2 in Asia-Pacific, 1 in Europe-Central Asia).
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Indicators	Means of verification	Baseline	Target
5. Skills and lifelong learning to facilitate access to and transitions in the labour market			

Proportion of youth (aged 15–24 years) not in education, employment or training (SDG indicator 8.6.1).	ILOSTAT	22.0% (2018) 22.2% (2019)	Substantially reduce the proportion of youth not in employment, education or training (based on SDG target 8.6).
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Output 5.1. Increased capacity of Member States to identify current skills mismatches and anticipate future skills needs

5.1.1. Number of Member States that have applied ILO approaches to measure skills mismatches and/or anticipate future skills needs at national and/or sectoral level.	Official national reports and documentation, compiled in the ILO Strategic Management System.	8 (2019) 27 (2021 *)	10 Member States (3 in Africa, 1 in the Americas, 1 in Arab States, 5 in Asia-Pacific).
5.1.2. Number of Member States with institutionalized national or sectoral mechanisms to measure skills mismatches and anticipate future skills needs.		2 (2019) 8 (2021 *)	8 Member States (4 in Africa, 1 in Arab States, 2 in Asia-Pacific, 1 in Europe-Central Asia).

Output 5.2. Increased capacity of Member States to strengthen skills and lifelong learning policies, governance models and financing systems

5.2.1. Number of Member States with inclusive skills and lifelong learning strategies.	Official national reports and documentation, compiled in the ILO Strategic Management System.	4 (2019) 7 (2021 *)	10 Member States (3 in Africa, 1 in the Americas, 1 in Arab States, 4 in Asia-Pacific, 1 in Europe-Central Asia).
5.2.2. Number of Member States with inclusive skills and lifelong learning governance models.		1 (2019) 2 (2021 *)	6 Member States (1 in Africa, 2 in Arab States, 3 in Asia-Pacific).
5.2.3. Number of Member States with financing systems that enable the implementation of inclusive skills and lifelong learning policies.		2 (2019) 2 (2021 *)	5 Member States (2 in Africa, 1 in the Americas, 2 in Asia-Pacific).

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

5.3.1. Number of Member States that have applied ILO approaches to work-based learning and quality apprenticeships.	Official national reports and documentation, compiled in the ILO Strategic Management System.	6 (2019) 16 (2021 *)	10 Member States (4 in Africa, 2 in the Americas, 3 in Arab States, 1 in Asia-Pacific).
5.3.2. Number of Member States with innovative, flexible and inclusive skills programmes and services targeting women, youth or persons in vulnerable situations.		4 (2019) 24 (2021 *)	10 Member States (3 in Africa, 1 in the Americas, 2 in Arab States, 4 in Asia-Pacific).
5.3.3. Number of Member States with inclusive skills recognition mechanisms.		4 (2019) 8 (2021 *)	10 Member States (3 in Africa, 3 in Arab States, 4 in Asia-Pacific).

Indicators	Means of verification	Baseline	Target
Output 5.4. Increased capacity of Member States to support digital transitions of skills development systems and develop digital skills			
5.4.1. Number of Member States that have adopted a skills strategy, policy or programme for the improvement of digital infrastructure and capabilities to offer digital, online and blended programmes and services, addressing the digital divide.	Official national reports and documentation, compiled in the ILO Strategic Management System.	Not applicable.	5 Member States (1 in Africa, 1 in Arab States, 2 in Asia-Pacific, 1 in Europe-Central Asia).
5.4.2. Number of Member States that have revised or developed new training measures to address digital skills needs of key target groups.		Not applicable.	5 Member States (1 in Africa, 3 in Asia-Pacific, 1 in Europe-Central Asia).
6. Gender equality and equal opportunities and treatment for all in the world of work			
Employment-to-population ratio by sex.	ILOSTAT	70.5% for men, 44.8% for women (2018) 70.3% for men, 44.6% for women (2019)	Achieve gender parity in access to employment in all regions.
Proportion of women in managerial positions (SDG indicator 5.5.2).	ILOSTAT	27.8% (2018) 27.9% (2019)	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (SDG target 5.5).
Share of informal employment among women.	ILOSTAT	46.4% (2016)	Significantly increase women in formal employment.
Output 6.1. Increased capacity of Member States to promote investments in the care economy and a more balanced sharing of family responsibilities			
6.1.1. Number of Member States with gender-responsive macro-economic policies or strategies to finance the expansion of care-related infrastructure, social protection or public care services that support the creation of decent employment.	Official national reports and documentation, compiled in the ILO Strategic Management System.	0 (2019) 7 (2021 *)	9 Member States (2 in Africa, 2 in the Americas, 3 in Asia-Pacific, 2 in Europe-Central Asia).
6.1.2. Number of Member States with policies to improve labour rights and working conditions in one or more care sectors.		0 (2019) 6 (2021 *)	11 Member States (6 in Africa, 1 in the Americas, 2 in Arab States, 2 in Asia-Pacific).
6.1.3. Number of Member States that have measures aimed at more balanced sharing of family responsibilities between women and men.		1 (2019) 3 (2021 *)	7 Member States (2 in Africa, 2 in the Americas, 1 in Asia-Pacific, 2 in Europe-Central Asia).
Output 6.2. Increased capacity of Member States to strengthen policies and strategies to promote and ensure equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value			
6.2.1. Number of Member States with policies to promote substantive equality of opportunity and treatment between women and men in the world of work, and strategies for their implementation.	Official national reports and documentation, compiled in the ILO Strategic Management System.	3 (2019) 8 (2021 *)	12 Member States (5 in Africa, 3 in the Americas, 2 in Arab States, 2 in Europe-Central Asia).

Indicators	Means of verification	Baseline	Target
6.2.2. Number of Member States with policies to promote the effective realization of the right to equal remuneration for work of equal value between women and men, and strategies for their implementation.		2 (2019) 4 (2021 *)	4 Member States (2 in Africa, 1 in the Americas, 1 in Europe–Central Asia).
Output 6.3. Increased capacity of Member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment			
6.3.1. Number of Member States that have taken measures towards the ratification and implementation of ILO Convention No. 190 and Recommendation No. 206.	Official national reports and documentation, compiled in the ILO Strategic Management System.	17 (2021 *)	18 Member States (6 in Africa, 5 in the Americas, 2 in Arab States, 1 in Asia–Pacific, 4 in Europe–Central Asia).
Output 6.4. Increased capacity of Member States to strengthen legislation, policies and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations			
6.4.1. Number of Member States that have measures to ensure equality of opportunities and treatment for persons with disabilities or for at least one of the following groups: indigenous or tribal peoples; ethnic minorities; persons living with HIV; or LGBTI+ persons.	Official national reports and documentation, compiled in the ILO Strategic Management System.	9 (2019) 16 (2021 *)	14 Member States (2 in Africa, 4 in the Americas, 5 in Asia–Pacific, 3 in Europe–Central Asia).
6.4.2. Number of Member States with strategies for strengthening collection and analysis of labour market data disaggregated by at least one of the following: disability status; HIV status; ethnicity; indigenous or tribal identity.	Survey questionnaires.	1 (2019) 3 (2021 *)	6 Member States (4 in Africa, 1 in Arab States, 1 in Europe–Central Asia).
7. Adequate and effective protection at work for all			
Proportion and number of children aged 5–17 years engaged in child labour, by sex and age (SDG indicator 8.7.1).	<i>ILO Global Estimates of Child Labour</i>	9.6% (2016)	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms (SDG target 8.7).
Forced labour rate.	<i>ILO Global Estimates of Modern Slavery: Forced Labour and Forced Marriage</i>	3.4 per 1,000 (2016)	
Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status (SDG indicator 8.8.1).	ILOSTAT	Data available for about 71 countries (2015 onwards).	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (SDG target 8.8).
Share of workers working excessive hours.	ILOSTAT	Data available for 129 countries (2015 onwards).	Reduce the share of workers working excessive hours.

Indicators	Means of verification	Baseline	Target
Recruitment cost borne by employee as a proportion of monthly income earned in country of destination (SDG indicator 10.7.1).	To be determined.	To be determined. ³	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies (SDG target 10.7).

Output 7.1. Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work

7.1.1. Number of Member States with integrated programmes on fundamental principles and rights at work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	6 (2019) 8 (2021 *)	9 Member States (3 in Africa, 2 in the Americas, 3 in Asia-Pacific, 1 in Europe-Central Asia).
7.1.2. Number of Member States that have acquired Pathfinder Country Status of Alliance 8.7.		6 (2019) 17 (2021 *)	7 Member States (2 in Africa, 1 in the Americas, 2 in Asia-Pacific, 2 in Europe-Central Asia).
7.1.3. Number of Member States with newly adopted or updated strategies and action plans to tackle child labour in all its forms.		14 (2019) 39 (2021 *)	21 Member States (4 in Africa, 12 in the Americas, 1 in Arab States, 3 in Asia-Pacific, 1 in Europe-Central Asia).

Output 7.2. Increased capacity of Member States to ensure safe and healthy working conditions

7.2.1. Number of Member States with national OSH policies or programmes, accompanied by institutional frameworks, addressing specific risks.	Official national reports and documentation, compiled in the ILO Strategic Management System.	14 (2019) 43 (2021 *)	39 Member States (12 in Africa, 16 in the Americas, 3 in Arab States, 5 in Asia-Pacific, 3 in Europe-Central Asia).
7.2.2. Number of Member States with national recording and notification systems that allow the regular reporting against SDG indicator 8.8.1.		5 (2019) 8 (2021 *)	12 Member States (2 in Africa, 2 in the Americas, 5 in Arab States, 1 in Asia-Pacific, 2 in Europe-Central Asia).

Output 7.3. Increased capacity of Member States to set adequate wages and promote decent working time

7.3.1. Number of Member States in which constituents have adopted evidence-based wage policies or measures, including adequate statutory or negotiated minimum wages.	Official national reports and documentation, compiled in the ILO Strategic Management System.	8 (2019) 18 (2021 *)	14 Member States (3 in Africa, 3 in the Americas, 1 in Arab States, 6 in Asia-Pacific, 1 in Europe-Central Asia).
7.3.2. Number of Member States in which constituents have adopted policy, regulation or other measures on working hours, working time arrangements or work organization arrangements to meet the needs of both workers and employers.	Official national documents and reports, including from employers' and workers' organizations, and reports compiled in the ILO Strategic Management System and by the ILO supervisory bodies.	Not applicable.	8 Member States (4 in the Americas, 3 in Asia-Pacific, 1 in Europe-Central Asia).

Indicators	Means of verification	Baseline	Target
Output 7.4. Increased capacity of Member States to provide adequate labour protection to workers in diverse forms of work arrangements, including on digital labour platforms, and in informal employment			
7.4.1. Number of Member States with a validated diagnosis of diverse forms of work arrangements, including on digital platforms, and/or policy measures to ensure effective protection of the workers concerned.	Official national reports and documentation, compiled in the ILO Strategic Management System.	2 (2021 *)	7 Member States (1 in Africa, 4 in the Americas, 2 in Europe–Central Asia).
7.4.2. Number of Member States with a validated diagnosis of the informal economy and/or policies, regulations or compliance mechanisms to support the transition to formality of informal workers in formal enterprises or in households.		3 (2019) 18 (2021 *)	14 Member States (6 in Africa, 2 in the Americas, 3 in Arab States, 2 in Asia–Pacific, 1 in Europe–Central Asia).
Output 7.5. Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers			
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.	Official national reports and documentation, compiled in the ILO Strategic Management System.	6 (2019) 20 (2021 *)	19 Member States (6 in Africa, 5 in the Americas, 2 in Arab States, 6 in Asia–Pacific).
7.5.2. Number of Member States with new or improved services to protect the labour rights of migrant workers.		0 (2019) 12 (2021 *)	22 Member States (5 in Africa, 6 in the Americas, 2 in Arab States, 8 in Asia–Pacific, 1 in Europe–Central Asia).
7.5.3. Number of bilateral or regional labour migration frameworks, with monitoring and review mechanisms to protect the labour rights of migrant workers.		2 (2019) 7 (2021 *)	9 frameworks (4 in Africa, 1 in the Americas, 1 in Arab States, 3 in Asia–Pacific).
8. Comprehensive and sustainable social protection for all			
Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable (SDG indicator 1.3.1).	<i>ILO World Social Protection Report.</i>	45.2% (2016)	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable (SDG target 1.3).
Output 8.1. Increased capacity of Member States to develop new or reformed sustainable national social protection strategies, policies or legal frameworks to extend coverage and enhance benefit adequacy			
8.1.1. Number of Member States with new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits.	Official national reports and documentation, compiled in the ILO Strategic Management System.	11 (2019) 15 (2021 *)	33 Member States (15 in Africa, 9 in the Americas, 1 in Arab States, 5 in Asia–Pacific, 3 in Europe–Central Asia).

Indicators	Means of verification	Baseline	Target
Output 8.2. Increased capacity of Member States to improve governance and sustainability of social protection systems			
8.2.1. Number of Member States with new or revised policy measures to enable social protection systems to be sustainable and provide adequate benefits.	Official national reports and documentation, compiled in the ILO Strategic Management System.	7 (2019) 16 (2021 *)	26 Member States (12 in Africa, 4 in the Americas, 3 in Arab States, 6 in Asia-Pacific, 1 in Europe-Central Asia).
Output 8.3. Increased capacity of Member States to integrate social protection in comprehensive policy responses to support and protect workers and employers during their life and work transitions			
8.3.1. Number of Member States with new or revised integrated policy responses including social protection to support and protect workers and employers during their life and work transitions.	Official national reports and documentation, compiled in the ILO Strategic Management System.	9 (2019) 12 (2021 *)	12 Member States (6 in Africa, 1 in the Americas, 1 in Arab States, 2 in Asia-Pacific, 2 in Europe-Central Asia).
* Estimated.			
¹ Results in relation to collective bargaining and results in relation to workplace cooperation will be reported separately. ² The revised baseline for 2019 and the estimated baseline for 2021 correspond to all the up-to-date technical Conventions. ³ There are nine countries producing the indicator and another 15 are planning to conduct specific surveys or to add a module to their labour force survey in the next two to three years.			

► **Table I.3. Enabling outcomes**

Indicators	Means of verification	Baseline	Target
A. Improved knowledge and influence for promoting decent work			
Output A.1. Enhanced decent work statistics using innovative sources and statistical standards			
A.1.1. Number of Member States with strengthened labour market statistics, standards and information systems based on improved statistical surveys and use of other statistical sources.	ILOSTAT	15 (2021 *)	15 Member States.
A.1.2. Percentage increase in the annual data reported to the UN for SDG indicators that the ILO is custodian of.	ILOSTAT, annual ILO reporting of SDG data to the UN.	Data points for the years 2018 and 2019 reported to the UN SDG Indicators Global Database in 2021.	5% increase over the baseline.
Output A.2. Cutting-edge research and improved knowledge management to promote decent work			
A.2.1. Number of collaborative research outputs with UN entities, international financial institutions (IFIs) and leading academic institutions focusing on the human-centred approach to the future of work and to the recovery from the COVID-19 pandemic.	Publications, databases and web pages of the ILO and partner institutions.	To be determined by end of 2021.	10% increase over the baseline.
A.2.2. References of ILO research and knowledge products in: (a) declarations and outcome documents of global forums, including UN General Assembly, G20, G7 and BRICS; (b) UN entities and IFI reports; (c) peer-reviewed academic journals; (d) constituent organizations; and (e) media.	Global forums, UN entities and IFI web pages and publications; ILO citation tracking system; ILO media tracking system and analytics.	To be determined by end of 2021.	5% increase over the baseline in each category.

Indicators	Means of verification	Baseline	Target
A.2.3. Number of unique downloads of ILO research products, by region.	ILO web pages analytics.	To be determined by end of 2021.	5% increase over the baseline in every region.
Output A.3. Communication for increased uptake and impact of the knowledge base			
A.3.1. Audience reach for the ILO's key digital platforms at the global and regional levels.	Google analytics to measure number of visits to web pages. Individual social media account analytics for the number of followers for the two main accounts globally and in each region.	To be determined by end of 2021.	10% increase over the baseline globally and in every region.
Output A.4. Enhanced partnerships for policy coherence and cooperation to achieve decent work and sustainable development results			
A.4.1. Share and composition of voluntary contributions. *	ILO financial statements.	Voluntary contributions represent 42% of available resources (2018–20). Unearmarked (RBSA) and lightly earmarked voluntary contributions represent 13% of voluntary contributions (2018–19). UN funding (Multi-partner Trust Fund and funding from UN entities) represents 7% of voluntary contributions (2018–19).	45% 15% 15%
A.4.2. Number of partnerships with UN entities, IFIs and multilateral institutions or MSP coalitions, including South–South agreements, established or renewed. *	Memorandums of understanding, letters of intent, road maps or other formal agreements.	To be determined by end of 2021.	5 partnerships.
A.4.3. Number of Member States where tripartite constituents who participated in ILO capacity-building initiatives engaged in the development of the UN Cooperation Framework. *	Training and evaluation reports; UN Cooperation Framework minutes and related documents.	To be determined by end of 2021.	15 Member States.

Indicators	Means of verification	Baseline	Target
B. Improved leadership and governance			
Output B.1. Enhanced leadership and strategic direction to ensure organizational impact			
B.1.1. Authoritative policy guidance by ILO governing organs to ensure organizational leadership in driving a human-centred recovery from the COVID-19 crisis based on the ILO Centenary Declaration.	Official records of ILO governing organs; UN General Assembly; boards of UN and other multilateral entities; memorandums of understanding and agreements with partners.	To be determined by end of 2021.	All policy-related outcome documents adopted by the International Labour Conference and the Regional Meetings as per the agenda. Support by the UN, multilateral organizations and development partners to policy-related outcome documents adopted by the International Labour Conference and the Regional Meetings same as or above the baseline.
B.1.2. Percentage of Decent Work Country Programmes (DWCPs) developed during the biennium that are aligned with the global objectives and results framework of the ILO, supervised by a tripartite steering committee and derived from the UN Cooperation Framework. *	DWCP documents, reports from Resident Coordinators' Offices, and records of DWCP steering committee meetings.	To be determined by end of 2021.	100%
Output B.2. Effective and efficient support to decision-making by governing organs			
B.2.1. Percentage of official documents published electronically within statutory deadlines.	ILO official website (sections dedicated to the International Labour Conference, Governing Body and Regional Meetings).	90% of official documents published electronically on time (2021, projected).	100% of official documents published electronically on time.
B.2.2. Percentage of agenda items approved / endorsed by the ILO governing organs as scheduled, based on effective consultations and quality technical and legal services provided by the Office.	Official records of ILO governing organs.	To be determined by end of 2021.	100%
Output B.3. Strengthened oversight, evaluation and risk management to ensure transparency and compliance			
B.3.1. The External Auditor's level of satisfaction with the consolidated financial statements and associated disclosures and processes.	External Auditor's audit opinion.	Unmodified opinion over the years.	External Auditor's unmodified opinion maintained.

Indicators	Means of verification	Baseline	Target
B.3.2. Timely and effective implementation of audit recommendations.	Office's online database for the follow-up of audit recommendations.	The average time to provide action plans was 4.3 months in 2018–19. 75.8% of audit recommendations accepted by management were fully implemented in 2018–19.	All units responsible for implementing oversight recommendations provide their action plans within 3 months of the audit report being issued. 95% of audit recommendations accepted by management are satisfactorily addressed within 6 months of the report's date.
B.3.3. Percentage of mandated units and functions that have updated risk registers, containing pertinent risks, in accordance with corporate requirements.	ILO risk platform.	100% (2019)	100%
B.3.4. Percentage of mandatory and corporate evaluations completed in a timely manner as per the integrated evaluation plan.	<i>i</i> -eval Discovery.	95% (projected achievement by end of 2021).	95% (maintained or exceeded in response to changes in portfolio).
B.3.5. Percentage of mandatory and corporate evaluations that meet the OECD and UNEG standards and capture the ILO's specific mandate and organizational learning needs.	Systematic ex-post external quality assessment of evaluations and decent work results meta-studies.	95% (projected achievement by end of 2021).	95% (maintained or exceeded in response to changes in portfolio).
B.3.6. Percentage of actionable recommendations fully or partially implemented within 12 months of completion of the evaluation.	Automated Management Response System and records of the Evaluation Advisory Committee.	90% (projected achievement by end of 2021).	95%

C. Optimized use of resources

Output C.1. Improved operational strategies, systems and approaches to increase value for money

C.1.1. Level of compliance of ILO data with OECD-DAC, IATI and UN data cube standards. *	IATI portal and OECD-DAC and UN reports.	Annual reporting and publication (2020). 50% of ILO financial data is covered in the ILO's IATI publication (2020).	Monthly publication of IATI-compliant data and annual reporting to OECD-DAC and the UN. 90%
C.1.2. Percentage of identified ILO business processes and technical areas that have developed tools to apply the ILO's Environmental and Social Sustainability Framework.	Content of the web pages of relevant business owners and technical departments.	Not applicable.	50%
C.1.3. ILO headquarters water consumption.	Yearly environmental inventory.	17,540 m ³ (2019).	Reduction of 5%.
C.1.4. The ILO's carbon footprint for air travel.	Yearly environmental inventory.	19,057 tCO ₂ (2018–19).	Reduction of 10%.

Indicators	Means of verification	Baseline	Target
Output C.2. Improved reliability and capacity of the digital and physical infrastructure to support new working modalities and business continuity			
C.2.1. Effective implementation of the IT Strategy 2022–25.	Reports on the application of the IT Strategy.	Not applicable.	Achieve or surpass the milestones set for 2022–23.
C.2.2. Number of existing applications migrated to the new Integrated Workplace Management System.	Progress report of project to develop the new system.	Not applicable.	50% of applications migrated.
C.2.3. Number of publication types produced through the digital publishing production platforms.	Performance reporting from headquarters publication production service.	Only Working Paper series converted to digital publishing platform (2020).	30% of publications identified for migration to digital publishing converted.
C.2.4. Minimum accessibility standards implemented for flagship reports produced by headquarters.	Performance reporting from headquarters publication production service.	Not applicable.	100% of flagship reports produced with at least minimum accessibility-level requirements.
Output C.3. Enhanced policies and systems to develop a highly performing, motivated and diverse workforce			
C.3.1. Effective implementation of the Human Resources Strategy 2022–25.	Report on application of Human Resources Strategy.	Not applicable.	Achieve or surpass the milestones set for 2022–23.
Output C.4. Enhanced organizational capacity for change, innovation and continuous improvement			
C.4.1. Number of new or improved ways of working delivered through innovation across the following dimensions: quality, user focus, transparency, efficiency and team dynamics.	Business innovation tracking system.	To be determined by end of 2021.	Increase of 10% over the baseline per dimension.
C.4.2. Number of staff that participate in innovation initiatives during the biennium (innovation culture).	Business innovation tracking system.	To be determined by end of 2021.	Increase of 10% over the baseline.
C.4.3. Staff perceptions of innovation in the ILO.	Organizational Health Survey.	To be determined in 2021.	Increase of one quartile versus the public sector benchmark.

* Indicator corresponding to the ILO Development Cooperation Strategy 2020–25.

► Appendix II

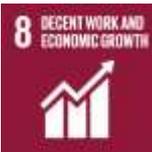
Summary of relationships between the SDG targets and the policy outcomes of the Programme and Budget for 2022–23

5. The Decent Work Agenda and the 2030 Agenda for Sustainable Development are closely linked. Progress on employment, rights at work, social protection and social dialogue and tripartism is key for sustainable development, and elements related to decent work can be found in all of the SDGs and most of their targets.

6. The following table includes the principal SDG targets to which the ILO will contribute directly – through the ILO outcomes – in 2022–23. It also includes the 14 SDG indicators that have been incorporated in the ILO results framework (Appendix I), as they are used to track progress in specific decent work-related components of the SDG targets that are relevant to the ILO outcomes and strategic objectives. As compared to the programme of work for 2020–21, this table includes two additional SDG targets (5.1 and 10.3) building on lessons learned from implementation in 2020.

► **Table II.1. Links between the ILO results framework 2022–23 and the SDGs**

SDG	SDG targets	SDG indicators included in the ILO results framework	ILO outcomes
	1.1. By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	1.1.1. Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural).	All outcomes
	1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	1.3.1. Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims, and the poor and the vulnerable.	Outcome 8
	3.8. Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.		Outcome 8
	4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.		Outcome 5
	4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.		Outcome 5
	4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.		Outcome 5 Outcome 6

SDG	SDG targets	SDG indicators included in the ILO results framework	ILO outcomes
	5.1. End all forms of discrimination against all women and girls everywhere.		Outcome 1 Outcome 2 Outcome 6 Outcome 7
	5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.		Outcome 6 Outcome 7
	5.4. Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.		Outcome 6 Outcome 8
	5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	5.5.2. Proportion of women in managerial positions.	Outcome 1 Outcome 6
		8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors.	8.2.1. Annual growth rate of real GDP per employed person.
8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services.		8.3.1. Proportion of informal employment in non-agriculture employment, by sex.	Outcome 1 Outcome 3 Outcome 4
8.4. Improve progressively, through 2030, global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production with developed countries taking the lead.			Outcome 3 Outcome 4
8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.		8.5.1. Average hourly earnings of female and male employees by occupation, age and persons with disabilities.	All outcomes
		8.5.2. Unemployment rate, by sex, age and persons with disabilities.	
8.6. By 2020, substantially reduce the proportion of young people not in employment, education or training.		8.6.1. Proportion of youth (aged 15–24 years) not in education, employment or training.	Outcome 3 Outcome 5

SDG	SDG targets	SDG indicators included in the ILO results framework	ILO outcomes
	8.7. Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.	8.7.1. Proportion and number of children aged 5–17 years engaged in child labour, by sex and age.	Outcome 7
	8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	8.8.1. Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status.	Outcome 1 Outcome 2 Outcome 7
	8.b. By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.	8.8.2. Level of national compliance with labour rights (freedom of association and collective bargaining) based on ILO textual sources and national legislation, by sex and migrant status. 8.b.1. Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy.	Outcome 3
	9.3. Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.		Outcome 4
	10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.		All outcomes
	10.3. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.		Outcome 2 Outcome 6 Outcome 7
	10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	10.4.1. Labour share of GDP, comprising wages and social protection transfers.	All outcomes
	10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.	10.7.1. Recruitment cost borne by employee as a proportion of monthly income earned in country of destination.	Outcome 7

SDG	SDG targets	SDG indicators included in the ILO results framework	ILO outcomes
	16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all.		Outcome 2
	16.6. Develop effective, accountable and transparent institutions at all levels.		Outcome 1 Outcome 2 Outcome 7
	16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels.		Outcome 1
	17.14. Enhance policy coherence for sustainable development.		All outcomes
	17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.		All outcomes

► Appendix III

The ILO Strategic Risk Register

Risk event	Potential consequences	Comment	Response from the Office
<p>1. The Governing Body or the International Labour Conference fail to reach agreement on a key issue.</p>	<p>Suspension of ILO activities and ineffective functioning of the ILO governing organs. Influential partners lose trust in the ILO's operating model, which affects levels of political and financial support.</p>	<p>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 concern about the uneven effects of globalization are also encouraging countries to seek bilateral, rather than multilateral, solutions. These may have implications for the effective functioning of the ILO governing organs.</p>	<p>The ILO will continue regular transparent communications and dialogue with constituents on developing issues. It will take pre-emptive action to identify, prevent and/or defuse potential institutional discord.</p>
<p>2. Constituents and donors modify their commitment to decent work.</p>	<p>Increase/decrease in the achievement rate of agreed outcomes, or in the level of extra-budgetary contributions. Member States or influential external partners withdraw their support from the ILO.</p>	<p>The political and fiscal capital that Governments invest in advancing decent work is under pressure from the economic and social consequences of COVID-19, the fiscal constraints and broader stresses created by an accelerating pace of change. The Programme and Budget is designed to address and exploit these pressures. However, the policy environment is volatile, requiring the ILO to be adaptive and innovative in its responses.</p>	<p>The ILO will: (1) use its statistical and policy monitoring tools and networks to alert social partners to changing circumstances; (2) issue research and undertake advocacy to demonstrate the relevance and the social and economic return on investment from supporting decent work; (3) build new strategic partnerships, and reinforce existing ones, especially through international and national policy forums; and (4) act quickly to pivot the programme as required to meet new requirements and demonstrate value for money with results and impacts.</p>

Risk event	Potential consequences	Comment	Response from the Office
<p>3. Fundamental change in the UN policy or practice for inter-agency coordination and the United Nations development system (UNDS) has an impact on the role and influence of the ILO and its policies, products and services nationally and internationally.</p>	<p>ILO's leadership and progress in implementing the Decent Work Agenda in the context of UN reform and promoting a human-centred recovery from COVID-19 response is affected.</p>	<p>The reform of the UNDS, including the strengthening of the resident coordinator system and changes in funding, accountability and reporting systems, presents significant potential opportunities and challenges for 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). The main building blocks and guidance are now in place and a management and coordination structure has been developed, which will be further operationalized to guide various areas of engagement. The ILO has raised its visibility and influence under the UN Framework for the Immediate Response to Socio-economic Impact of COVID-19. However, sustainable funding of the UNDS reform, in particular the UN Development Coordination Office (DCO) and the Resident Coordinator system, remains a major area of uncertainty.</p>	<p>The Office will continue to actively participate in the UN reform and UN system wide efforts to build back better. It will continue to work with the United Nations Sustainable Development Group at all levels, as well as with the UN DCO, to support a productive and mutually beneficial implementation of UN reform, ensuring the recognition of tripartism and of the ILO's normative function in the Common Country Analysis and Cooperation Framework processes. Efforts will be placed on promoting a human-centred recovery with decent work for all through stronger partnerships and policy coherence with other organizations in the context of reform of the United Nations Development System and COVID-19 response (e.g. IOM, FAO and UNDP). The Office will keep the Governing Body and the International Labour Conference informed and benefit from guidance of the constituents.</p>

Risk event	Potential consequences	Comment	Response from the Office
<p>4. ILO management information and data on impactful, lasting and sustainable results are insufficient or not convincing.</p>	<p>Inefficient allocation of funds or failure to deliver outcomes and results committed in the Programme and Budget or in extra-budgetary projects, which affects stakeholder confidence and flows of regular budget and extra-budgetary funds.</p>	<p>The ILO Centenary Declaration, the Strategic Plan 2022-25 and the Development Cooperation Strategy 2020-25 provide strategic direction in this regard. The ILO introduced an innovative results framework in 2019 with results indicators at impact, outcome and output level. Building on the experience in response to COVID-19 and lessons learnt from evaluations, the ILO is improving its results-based management processes with emphasis on focused priorities, integrated resource allocation and results at country level.</p>	<p>New measures will be adopted to enhance strategic budgeting, country-level programming and integrated utilization of all resources. IRIS will be updated and a real time monitoring dashboard will be put in place to better track resources and the progress of programme delivery.</p> <p>The ILO will continue to improve its development cooperation to demonstrate its contribution to the Programme and Budget outcomes, align it with the needs of constituents with improved transparency, accountability and quality results in accordance with the ILO Development Cooperation Strategy 2020-25.</p> <p>The Office will continue to address bottlenecks identified by evaluations and external assessments such as the Multilateral Organisation Performance Assessment Network (MOPAN) to enhance its results-based management and development cooperation.</p>
<p>5. ILO products fail to explain clearly and persuasively difficult or potentially controversial analyses, or to promote effectively significant achievements.</p>	<p>Key decision makers do not consult ILO products, or reject its advice, resulting in avoidable reputation damage and undermining the ILO's perceived relevance.</p>	<p>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.</p>	<p>The ILO will reinforce strategic communication planning to ensure that accurate, evidence-based knowledge content is shared effectively with key audiences, using multiple channels for increased uptake and impact of ILO knowledge base.</p>
<p>6. The ILO does not attract, recruit and retain staff with the necessary skill sets to meet changing operational and strategic requirements.</p>	<p>Dissatisfaction among stakeholders on progress in advancing the Decent Work Agenda; poor quality outputs; inefficient working practice, loss of expertise.</p>	<p>The quest for talent to meet the future of work needs is increasing, resulting in fierce competition among UN agencies. The skills and competencies of ILO officials are evolving to meet the requirements of the 2030 Agenda, the ILO's Strategic Plan for 2022-25 and the implementation of the ILO Centenary Declaration.</p>	<p>The ILO will continue to enhance its outreach to attract competent and diverse staff. The Office will strengthen its workforce planning (including succession planning), competency-based recruitment, training and staff development, and modernize relevant human resources policies to improve its overall employee value proposition.</p>

Risk event	Potential consequences	Comment	Response from the Office
7. Projects or programmes 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 as ILO operations take place in geographical and functional areas (procurement, recruitment, use of implementing partners) that are susceptible to fraud and corruption.	The ILO has a mature set of internal and management controls covering fraud and corruption. A fraud risk assessment is under way. This is likely to lead to a new generation of counter fraud tools.
8. Cyberattack on ILO systems disrupts operations or alters/discloses classified information.	Delay to the delivery of agreed outcomes; financial loss; harm to individuals; reputational damage to the ILO.	Cyberattacks, globally, are increasing in frequency and operational effect. The ILO relies on IT platforms for communication, research, knowledge sharing, policy formulation, transaction processing and decision support. ILO databases and repositories contain information that is potentially politically or economically sensitive. As other organizations, the ILO faces challenges in building the necessary level of awareness and discipline in IT security matters. The protection of personal data is under increased scrutiny.	The ILO's approach to information security has been certified as conforming to the standard ISO/IEC 27001:2013, the international standard on IT security. The ILO keeps emerging threats under constant review, mitigates potential vulnerabilities and takes appropriate corrective action. Common principles on data privacy are kept under review under the UN Global Pulse Initiative as well as in response to the emerging data protection regulations.
9. A force majeure incident (such as a natural or human-induced disaster) injures personnel, or damages ILO premises or assets.	Disruption to operations; financial loss; loss of morale and staff engagement.	COVID-19 has the potential to disrupt operations into 2022–23. UN premises and staff are subject to attack by armed conflict, terrorism, crime and civil unrest. The ILO also has operations in countries vulnerable to natural disasters and in zones of recent conflict. Its strategy requires it to expand its work in fragile States.	The Senior Management Team (and Crisis Management Team) will continue to keep developments on COVID-19 and other crises under review. There will be regular and ongoing communication with staff on these issues, to improve the resilience of the Office, as appropriate. The ILO will continue to review and revise its approaches to business continuity practices, based on lessons learnt from the response to COVID-19 and other events.

▶ Information annexes

1. **Operational budget**
2. **Details of cost increases**
3. **Summary of regular budget technical cooperation resources**
4. **Regular budget resource attribution to policy outcomes by department and by programme in the field**

► 1. Operational budget

1. This Information Annex provides additional information on the operational budget of the ILO composed of the following four parts: Part I “Ordinary budget” on major functions and resources of ILO

programmes and on other budgetary provisions; Part II “Unforeseen expenditure”; Part III “Working Capital Fund”; and Part IV “Institutional investments and extraordinary items”.

Part I: Ordinary budget

Governance organs

2. International Labour Conference, Governing Body and regional meetings resources show the direct costs (such as interpretation, preparation and printing of reports, rental of facilities, Governing Body members’ travel and some staff costs) of holding two sessions of the Conference and six sessions of the Governing Body, as well as two regional meetings in the biennium: the 20th American Regional Meeting in 2022 and the 15th African Regional Meeting in the course of 2023. Certain costs identifiable from the Official Meetings, Documentation and Relations

Department and the Internal Services and Administration Department related to the support of these governance organs have also been shown under this item to provide a more complete cost estimate for these meetings.

3. The Office of the Legal Adviser is responsible for providing legal advice and other legal services to the Organization, including legal opinions concerning the Constitution, membership, rules and activities of the ILO. It also provides legal expertise on personnel matters, commercial or technical issues and contracts.

► Operational budget for 2022–23 *

	Professional		General Service		Staff costs	Non-staff costs	Total resources
	(work-years/months)		(work-years/months)				
Part I.							
Governance organs							
International Labour Conference	27	/ 1	37	/ 6	23 782 934	3 677 529	27 460 463
Governing Body	31	/ 8	37	/ 11	17 159 337	2 972 246	20 131 583
Major Regional Meetings	3	/ 7	5	/ 3	2 645 658	630 273	3 275 931
Office of the Legal Adviser	13	/ 2	1	/ 11	3 802 443	174 052	3 976 495
	75	/ 6	82	/ 7	47 390 372	7 454 100	54 844 472
Policy							
International Labour Standards	86	/ 3	25	/ 7	25 621 064	1 854 849	27 475 913
Employment Policy	68	/ 6	19	/ 6	20 618 316	2 823 948	23 442 264
Enterprises	50	/ 0	15	/ 0	14 795 590	2 934 339	17 729 929
Sectoral Policies	38	/ 0	11	/ 0	11 494 368	2 889 772	14 384 140
Governance and Tripartism	94	/ 0	24	/ 0	27 255 322	3 150 255	30 405 577
Conditions of Work and Equality	73	/ 5	19	/ 8	21 523 594	2 235 235	23 758 829
Social Protection	46	/ 0	7	/ 0	11 996 892	292 615	12 289 507
Research	70	/ 0	19	/ 7	20 002 648	1 582 816	21 585 464

	Professional (work-years/months)		General Service (work-years/months)		Staff costs	Non-staff costs	Total resources
Statistics	48	/ 8	15	/ 4	14 232 118	968 904	15 201 022
Technical Meetings Reserve	0	/ 0	0	/ 0	-	656 919	656 919
Deputy Director-General's Office	8	/ 0	2	/ 0	2 806 049	316 384	3 122 433
Regular Budget Technical Cooperation	0	/ 0	0	/ 0	-	6 784 925	6 784 925
	582	/ 10	158	/ 8	170 345 961	26 490 961	196 836 922
Field Operations and Partnerships							
Multilateral Cooperation	20	/ 0	8	/ 0	6 369 273	1 662 428	8 031 701
Partnerships and Field Support	17	/ 5	5	/ 10	5 333 890	334 896	5 668 786
Programmes in Africa	232	/ 11	256	/ 0	55 781 207	27 051 715	82 832 922
Programmes in the Americas	186	/ 8	152	/ 6	46 950 794	18 417 566	65 368 360
Programmes in the Arab States	52	/ 10	33	/ 0	14 895 418	5 034 026	19 929 444
Programmes in Asia and the Pacific	239	/ 0	249	/ 8	56 213 546	18 753 645	74 967 191
Programmes in Europe and Central Asia	100	/ 10	61	/ 0	21 591 243	4 595 575	26 186 818
International Training Centre of the ILO, Turin	0	/ 0	0	/ 0	-	9 539 873	9 539 873
South-South and Triangular Cooperation	0	/ 0	0	/ 0	-	1 865 314	1 865 314
UNSDG UN Resident Coordinator System	0	/ 0	0	/ 0	-	8 712 339	8 712 339
Deputy Director-General's Office	6	/ 4	3	/ 5	2 404 407	169 396	2 573 803
	856	/ 0	769	/ 5	209 539 778	96 136 773	305 676 551
Employers' and workers' organizations							
Employers' Activities	26	/ 0	5	/ 6	7 537 761	3 430 723	10 968 484
Workers' Activities	46	/ 0	14	/ 0	13 949 831	8 492 410	22 442 241
	72	/ 0	19	/ 6	21 487 592	11 923 133	33 410 725
Management and Reform							
Support services							
Internal Services and Administration	35	/ 9	97	/ 7	23 520 919	26 233 939	49 754 858
Information and Technology Management	113	/ 10	64	/ 11	36 363 086	20 091 322	56 454 408
Official Meetings, Documentation and Relations	20	/ 5	30	/ 2	14 995 726	2 098 818	17 094 544
Communications and Public Information	41	/ 0	14	/ 0	12 180 876	1 722 150	13 903 026
Procurement	10	/ 8	2	/ 9	3 004 342	83 550	3 087 892

	Professional (work-years/months)		General Service (work-years/months)		Staff costs	Non-staff costs	Total resources
Innovation and Knowledge Management Unit	10	/ 0	0	/ 0	2 448 408	-	2 448 408
	231	/ 8	209	/ 5	92 513 357	50 229 779	142 743 136
Management services							
Human Resources Development	46	/ 10	54	/ 7	20 617 496	5 103 310	25 720 806
Financial Management	42	/ 7	38	/ 0	16 467 068	399 935	16 867 003
Strategic Programming and Management	15	/ 0	4	/ 0	4 663 248	121 837	4 785 085
Deputy Director-General's Office	4	/ 0	2	/ 0	1 663 784	288 591	1 952 375
	108	/ 5	98	/ 7	43 411 596	5 913 673	49 325 269
Office of the Director-General	10	/ 0	14	/ 0	5 745 732	1 438 920	7 184 652
Oversight and evaluation							
Internal Audit and Oversight	10	/ 3	3	/ 9	3 426 551	270 143	3 696 694
Independent Oversight Advisory Committee	1	/ 0	0	/ 2	365 275	300 647	665 922
External audit costs	0	/ 0	0	/ 0	-	1 098 707	1 098 707
Ethics function	2	/ 0	0	/ 3	574 593	136 350	710 943
Evaluation	8	/ 0	2	/ 0	2 427 264	815 261	3 242 525
	21	/ 3	6	/ 2	6 793 683	2 621 108	9 414 791
Other budgetary provisions	9	/ 0	9	/ 10	4 130 687	42 295 318	46 426 005
Adjustment for staff turnover	0	/ 0	0	/ 0	(6 903 130)	-	(6 903 130)
Total Part I	1 966	/ 8	1 368	/ 2	594 455 628	244 503 765	838 959 393
Part II. Unforeseen expenditure	0	/ 0	0	/ 0	-	875 000	875 000
Part III. Working Capital Fund	0	/ 0	0	/ 0	-	-	-
Part IV. Institutional Investments and Extraordinary Items	0	/ 0	0	/ 0	-	12 925 807	12 925 807
Total (Parts I–IV)	1 966	/ 8	1 368	/ 2	594 455 628	258 304 572	852 760 200

* In constant 2020–21 US dollars at the budget rate of exchange of CHF1 to the US dollar.

Policy

4. The resources for policy will consolidate the ILO's ability to develop and deliver high-quality, relevant and useful policy advice, advocacy, and development cooperation. The allocations reflect the deployment of three additional technical positions. The main functions of the departmental structure are:

5. International Labour Standards: Standard-setting and supervisory functions and review of standards policy.

6. Employment Policy: Analysis and policy advice on integrated employment, development and skills policies that maximize the employment impact of economic growth and investment to promote inclusive and sustainable development.

7. Enterprises: Analysis and policy advice to promote sustainable enterprises, including cooperatives and multinational enterprises.

8. Sectoral Policies: Analysis of emerging employment and labour trends in a range of economic sectors and dialogues at the national and global levels on sectoral guidelines, policies and strategies.

9. Governance and Tripartism: Analysis and policy advice on labour law and the realization of fundamental labour rights, technical support and capacity building to labour ministries and labour inspectorates, including on occupational safety and health and workplace compliance.

10. Conditions of Work and Equality: Analysis and policy advice on wages, working time, collective bargaining, job security, working conditions, gender equality and non-discrimination, international labour migration and mobility, HIV/AIDS, disability and indigenous peoples.

11. Social Protection: Analysis and policy advice on building and expanding social protection floors and social protection policies.

12. Research: Development of an ILO research programme to address current and future challenges in the world of work for which the Organization must have credible, authoritative evidence-based positions.

13. Statistics: Central management and coordination of the compilation, quality control and dissemination of ILO statistical information on decent work, including with respect to the relevant SDG targets.

14. The **Technical Meetings Reserve** will finance the 21st International Conference of Labour Statisticians and, subject to the Governing Body's decision, another technical meeting.

Field Operations and Partnerships

15. The resources for field operations and partnerships will enhance the efficiency, effectiveness and impact of ILO activities in the regions, strengthen the capacity of the ILO's tripartite constituents and support its Member States in implementing the 2030 Agenda, develop and support external partnerships and manage relations with the United Nations and the multilateral system. The main functions are:

16. Multilateral Cooperation: Promotion and coordination of the ILO's cooperation with the United Nations, international finance institutions and other multilateral organizations.

17. Partnerships and Field Support: Overall management of the ILO's development cooperation programme, as well as partnerships with a broad range of organizations and institutions, including public-private partnerships and South-South and triangular cooperation programme.

18. Allocations for the **regional programmes** reflect the deployment of five additional technical positions, one in each region.

19. The **International Training Centre of the ILO** (Turin Centre) develops and delivers training programmes responding to ILO and constituent priorities. Programmes are delivered at the Centre, in the regions and through distance learning. A close alignment is maintained between ILO programmes and training programmes delivered through the Centre. The allocation represents a direct contribution towards the operational costs of the Centre.

20. UNSDG UN Resident Coordinator System: ILO contribution to the system-wide cost-sharing arrangement in support of the UN Resident Coordinator System. The Resident Coordinator system ensures the coordination of all organizations of the UN dealing with operational activities for development, regardless of their formal presence in the country, with a view to improving the effectiveness and efficiency of operational activities at the country level.

Employers' and workers' organizations

21. The **Bureau for Employers' Activities** and the **Bureau for Workers' Activities** are responsible for the coordination of all the Office's relationships with employers' and workers' organizations, respectively, both at headquarters and in the field. They are also responsible for promoting the participation of employers' and workers' organizations in ILO

activities. They also ensure that ILO strategies and programmes address the concerns and priorities of those organizations and their members and tripartism and social dialogue are mainstreamed into the technical work of the Organization.

Management and Reform

22. The resources for management and reform will consolidate the effective and efficient delivery of ILO support services, with a particular emphasis on managerial and administrative practices. The main functions of the departmental structure are:

23. Internal Services and Administration: General management of facilities, property and inventory; safety and security; printing, publishing and distribution; diplomatic privileges; travel and transport; the use of public spaces; and general internal services.

24. Information and Technology Management: All IT and information management and the development and implementation of an information management strategy.

25. Official Meetings, Documentation and Relations: Support to the governing organs and other official meetings of the Organization, official relations with the constituents, official documentation (translation, revision, editing and formatting services) and meeting services (including interpretation services, planning, programming and technology support services).

26. Communications and Public Information: The ILO's communication through relations with the media, public information initiatives and the management of the ILO's public and internal websites.

27. Human Resources Development: Human resource policy and operations, staff development and the administration of health insurance, as well as leading relations with staff representatives.

28. Financial Management: Financial governance and ensuring that financial duties and obligations are carried out effectively and efficiently and are consistent with the Financial Regulations and Rules.

29. Procurement: The administration of procurement procedures, the procurement of equipment and services, and subcontracting.

30. Strategic Programming and Management: Responsible for providing the Governing Body and the International Labour Conference with the analysis and proposals necessary to define the ILO's programme of work and to report on its implementation.

31. Innovation and Knowledge Management Unit: Expertise on innovation, operational efficiency and effectiveness, change and knowledge management methodologies supporting delivery to constituents.

Oversight and evaluation

32. The resources for oversight and evaluation will further enhance effective monitoring and oversight in the use of resources entrusted to the ILO and full accountability of the Office with regard to the delivery of its programme. Allocations reflect an increase to the Ethics function. The main functions are:

33. Internal Audit and Oversight: Responsible for the internal audit function in accordance with Chapter XIV of the Financial Rules of the Office. It reports directly to the Director-General.

34. Independent Oversight Advisory Committee: Provision of advice to the Governing Body and the Director-General on the effectiveness of internal control, financial management and reporting, risk management and internal and external audit outputs.

35. External audit: Provision for the cost of the audit of all the funds for which the Director-General has custody (regular budget, United Nations Development Programme projects, trust funds, extra-budgetary accounts and all other accounts). Also included are costs related to independent evaluations of land and buildings and after-service health insurance liabilities required to ensure compliance with International Public Sector Accounting Standards (IPSAS).

36. The **Ethics function** ensures support and compliance with ethical standards of conduct and that integrity is observed by all staff in the Organization. The allocations reflect the deployment of additional resources to fund a full-time Ethics Officer position.

37. Evaluation: Responsible for providing independent, high-quality evaluation services to the ILO. It reports directly to the Director-General.

Other budgetary provisions

38. This item includes the budgetary provisions for contributions to various ILO funds and United Nations common system and inter-agency bodies, as well as provisions that do not appropriately fall elsewhere in the programme and budget.

39. Loan annuities for the ILO building: Provision is made for the payment of two annuities of CHF3,702,300 in 2022 and 2023 (equivalent to some \$8,227,000 for the biennium) for the loan from the Swiss Property Foundation for the International Organizations (FIPOI) in connection with the original

construction of the ILO headquarters building. The loan will be fully repaid by the year 2025.

40. ILO Staff Pension Fund: The provision remains at the same level in real terms (some \$305,000) to cover the cost of the remaining beneficiary of this Fund.

41. Special Payments Fund: The purpose of this Fund is to make periodic ex gratia payments to former officials or their spouses in accordance with criteria approved by the Governing Body. The regular budget contribution to the Fund of CHF232,000 (some \$258,000) is maintained at the same level in real terms as in the previous biennium.

42. Staff Health Insurance Fund: Contribution for the insurance of retired officials: This provision, which amounts to some \$30.1 million, covers the ILO's contribution to the Staff Health Insurance Fund (SHIF) in respect of the insurance of retired officials, invalidity pensioners, surviving spouses and orphans. The amount for 2022–23 for the retired officials in real terms is at the same level as in the previous biennium.

43. Contribution to the Building and Accommodation Fund: The regular budget provision under this heading is CHF407,000 per biennium (some \$452,000). Under Part IV of this programme and budget, Institutional Investments, a provision of some \$8 million has been made towards the financing of the Fund for future periodic refurbishment and renovation of ILO buildings.

44. Contribution to various UN common system bodies and inter-agency committees: The total provision of some \$1.4 million is the same level in real terms as the previous biennium. It covers ILO contributions to various UN common system entities including the Joint Inspection Unit, the United Nations System Chief Executives Board for Coordination, the Common Procurement Activities Group, the International Civil Service Commission (ICSC), the United Nations System Staff College and salary survey activities.

45. Medical Service: The ILO operates an Occupational Safety and Health Unit as an integral part of the Office

to provide a range of medical services and advice. The same amount in real terms (some \$2.2 million) has been provided for as in the previous biennium.

46. Administrative Tribunal: The resources under this heading provide for the Registrar of the Administrative Tribunal, part-time secretarial support, and a share of other operating costs. Other operating costs consist of the costs of the Assistant Registrar, clerical assistance, mission credits, translation work, the maintenance of computer database of the Tribunal's case law, and the judges' fees and travel expenses, which are apportioned on the basis of the proportion of ILO staff to the total number of staff of organizations that have accepted the jurisdiction of the Tribunal, and the number of cases involving the ILO to the total number of cases brought before the Tribunal during the biennium. The amount provided (some \$1.4 million) remains the same in real terms as in the previous biennium.

47. Staff representation: In accordance with article 10.1 of the Staff Regulations, members of the Staff Union Committee are allowed time off for the purpose of representing the staff of the Office on questions of conditions of work and terms of employment. As in previous biennia, a provision of 4/00 Professional and 1/00 General Service work-years is included to partially finance replacements in those units in which members of the Staff Union Committee normally work. A further 2/00 General Service work-years provides for a secretary for the Staff Union. The total provision for staff representation amounts to some \$1.5 million.

48. Childcare facilities: The total provision amounts to CHF573,000 (some \$637,000) and remains the same in real terms as in the previous biennium.

49. Unpaid liabilities: The amount of \$2,000 provides for the payment in 2022–23 of such transactions in respect of previous years as would not be appropriate to pay from any other item of the budget. This provision is required by article 17 of the Financial Regulations.

Part II: Unforeseen expenditure

50. Provision is made under this item for unforeseen and extraordinary expenses, that is, those which may arise when, as a result of Governing Body decisions taken after the adoption of the budget, or for any other reason, an approved budget credit is no longer sufficient for the purpose envisaged; or when the Governing Body approves an item of work or an

activity for which no provision has been made in the budget.

51. In accordance with article 15 of the Financial Regulations, no part of the resources provided under this item may be used for any other purpose without the specific prior authorization of the Governing Body.

52. The total supplementary expenditure authorizations approved by the Governing Body in respect of recent financial periods have been as follows:

Financial period	US dollars
2010–11	808 930
2012–13	1 796 400
2014–15	1 895 200
2016–17	3 381 250
2018–19	5 216 301

53. Normally, these authorizations have included a provision that in the first instance they be financed to the extent possible out of budgetary savings; failing this, out of the credit under this item; and after exhaustion of this credit, by a withdrawal from the Working Capital Fund.

Part III: Working Capital Fund

54. The Working Capital Fund is established for the following purposes, as defined in article 19(1) of the Financial Regulations:

- (a) to finance budgetary expenditure pending receipt of contributions or other income; and
- (b) in exceptional circumstances and subject to prior authorization of the Governing Body, to provide advances to meet contingencies and emergencies.

55. *Level of the Working Capital Fund:* The level of the Working Capital Fund was set at CHF35 million on 1 January 1993 by the International Labour Conference at its 80th Session (June 1993).

56. *Refund of withdrawals:* Under the provisions of article 21.2 of the Financial Regulations, any withdrawals from the Working Capital Fund to finance budgetary expenditure pending the receipt of contributions shall be reimbursed from arrears of contributions received. However, where the withdrawal was used to finance expenditure incurred in respect of contingencies or emergencies under prior authorization of the Governing Body, it shall be reimbursed from an additional assessment on Member States. It is expected that no provision will be necessary under this part of the budget in 2022–23.

Part IV: Institutional investments and extraordinary items

57. Provision is made under this item to cover institutional investments for which resources are not provided under Part I of the budget.

58. In accordance with the long-term strategy for the financing of future periodic refurbishment and renovation of ILO buildings approved by the Governing Body at its 310th Session (March 2011), a provision of some \$8 million has been made towards the financing of the Building and Accommodation Fund for future periodic refurbishment and renovation of ILO buildings. This provision represents 1 per cent of the insurance value of the ILO buildings.

59. In approving the Information Technology Strategy 2018–21, the Governing Body endorsed in principle the reactivation of the Information Technology

Systems Fund, originally established in 2000 with an indicative biennial provision of US\$9 million.¹

60. The exact provision was to be determined in the context of future programme and budget discussions and needs, in order to ensure that funding would be available across biennia.

61. The current pandemic has reinforced the necessity for robust, up-to-date and secure systems to ensure that the Office can continue to effectively deliver its mandate. Two projects deferred from the previous biennium are funded at a total cost of \$5 million:

- (a) the replacement of the ILO intranet, to further standardize the ILO brand, improve communication and collaboration, strengthen the vision of “One ILO”, help staff leverage available

¹ GB.331/PV, para. 798.

information, increase productivity and enrich the ILO culture.

- (b) implementation of the Electronic Records Management System (ERMS) solution, to provide

an efficient Office-wide solution for capturing, storing, collating, retrieving, sharing, archiving and retaining information in line with the established policies.

► 2. Details of cost increases

	2020-21 *	2022-23 estimates in constant 2020-21 US dollars	Programme increases (decreases)		Cost increases (decreases)		Adjustment exchange rate CHF1.00 to US\$0.90		2022-23	% of total budget
	\$	\$	\$	%	\$	%	\$	%	\$	%
PART I. ORDINARY BUDGET										
Governance organs										
International Labour Conference	25 073 643	24 916 465	-157 178	-0.6%	98 019	0.4%	2 445 979	9.8%	27 460 463	3.2%
Governing Body	18 493 785	18 247 942	-245 843	-1.3%	189 787	1.0%	1 693 854	9.3%	20 131 583	2.4%
Major Regional Meetings	3 058 915	3 058 915	0	0.0%	7 648	0.3%	209 368	6.8%	3 275 931	0.4%
Office of the Legal Adviser	3 641 245	3 641 245	0	0.0%	69 680	1.9%	265 570	7.3%	3 976 495	0.5%
	50 267 588	49 864 567	-403 021	-0.8%	365 134	0.7%	4 614 771	9.3%	54 844 472	6.4%
Policy										
International Labour Standards	25 107 827	25 107 827	0	0.0%	419 512	1.7%	1 948 574	7.8%	27 475 913	3.2%
Employment Policy	21 726 144	21 508 344	-217 800	-1.0%	319 862	1.5%	1 614 058	7.5%	23 442 264	2.7%
Enterprises	16 312 676	16 248 276	-64 400	-0.4%	246 947	1.5%	1 234 706	7.6%	17 729 929	2.1%
Sectoral Policies	13 188 280	13 188 280	0	0.0%	218 971	1.7%	976 889	7.4%	14 384 140	1.7%
Governance and Tripartism	27 523 019	27 890 219	367 200	1.3%	447 817	1.6%	2 067 541	7.4%	30 405 577	3.6%
Conditions of Work and Equality	21 770 406	21 770 406	0	0.0%	351 957	1.6%	1 636 466	7.5%	23 758 829	2.8%
Social Protection	10 858 033	11 225 233	367 200	3.4%	247 127	2.2%	817 147	7.3%	12 289 507	1.4%
Research	19 767 827	19 767 827	0	0.0%	324 006	1.6%	1 493 631	7.6%	21 585 464	2.5%
Statistics	13 496 446	13 930 846	434 400	3.2%	205 380	1.5%	1 064 796	7.6%	15 201 022	1.8%
Technical Meetings Reserve	568 981	568 981	0	0.0%	22 320	3.9%	65 618	11.5%	656 919	0.1%
Deputy Director-General's Office	2 961 518	2 961 518	0	0.0%	-50 844	-1.7%	211 759	7.2%	3 122 433	0.4%
Regular Budget Technical Cooperation	6 680 242	6 680 242	0	0.0%	104 683	1.6%	0	0.0%	6 784 925	0.8%
	179 961 399	180 847 999	886 600	0.5%	2 857 738	1.6%	13 131 185	7.3%	196 836 922	23.1%

	2020-21 *	2022-23 estimates in constant 2020-21 US dollars	Programme increases (decreases)		Cost increases (decreases)		Adjustment exchange rate CHF1.00 to US\$0.90		2022-23	% of total budget
	\$	\$	\$	%	\$	%	\$	%	\$	%
Field Operations and Partnerships										
Multilateral Cooperation	7 463 608	7 463 608	0	0.0%	126 723	1.7%	441 370	5.9%	8 031 701	0.9%
Partnerships and Field Support	5 217 097	5 217 097	0	0.0%	57 558	1.1%	394 131	7.6%	5 668 786	0.7%
Programmes in Africa	78 337 353	78 668 793	331 440	0.4%	1 571 220	2.0%	2 592 909	3.3%	82 832 922	9.7%
Programmes in the Americas	61 935 841	62 361 491	425 650	0.7%	959 445	1.5%	2 047 424	3.3%	65 368 360	7.7%
Programmes in the Arab States	18 226 604	18 619 003	392 399	2.2%	612 289	3.3%	698 152	3.7%	19 929 444	2.3%
Programmes in Asia and the Pacific	69 172 573	69 606 974	434 401	0.6%	2 963 545	4.3%	2 396 672	3.4%	74 967 191	8.8%
Programmes in Europe and Central Asia	24 282 009	24 716 409	434 400	1.8%	475 404	1.9%	995 005	4.0%	26 186 818	3.1%
International Training Centre of the ILO, Turin	8 966 760	8 966 760	0	0.0%	71 015	0.8%	502 098	5.6%	9 539 873	1.1%
South-South and Triangular Cooperation	1 836 535	1 836 535	0	0.0%	28 779	1.6%	0	0.0%	1 865 314	0.2%
UNSDG UN Resident Coordinator System	8 712 339	8 712 339	0	0.0%	0	0.0%	0	0.0%	8 712 339	1.0%
Deputy Director-General's Office	2 447 780	2 447 780	0	0.0%	-56 659	-2.3%	182 682	7.5%	2 573 803	0.3%
	286 598 499	288 616 789	2 018 290	0.7%	6 809 319	2.4%	10 250 443	3.6%	305 676 551	35.8%
Employers' and workers' organizations										
Employers' Activities	10 260 322	10 260 322	0	0.0%	158 059	1.5%	550 103	5.4%	10 968 484	1.3%
Workers' Activities	21 077 690	21 077 690	0	0.0%	277 373	1.3%	1 087 178	5.2%	22 442 241	2.6%
	31 338 012	31 338 012	0	0.0%	435 432	1.4%	1 637 281	5.2%	33 410 725	3.9%
Management and Reform										
Support services										
Internal Services and Administration	44 876 949	44 876 949	0	0.0%	394 557	0.9%	4 483 352	10.0%	49 754 858	5.8%
Information and Technology Management	52 154 258	52 154 258	0	0.0%	572 406	1.1%	3 727 744	7.1%	56 454 408	6.6%
Official Meetings, Documentation and Relations	15 978 419	15 606 400	-372 019	-2.3%	54 599	0.3%	1 433 545	9.2%	17 094 544	2.0%
Communications and Public Information	12 687 629	12 687 629	0	0.0%	218 073	1.7%	997 324	7.9%	13 903 026	1.6%
Procurement	2 830 053	2 830 053	0	0.0%	44 081	1.6%	213 758	7.6%	3 087 892	0.4%
Innovation and Knowledge Management Unit	0	2 239 200	2 239 200	100.0%	56 160	2.5%	153 048	6.8%	2 448 408	0.3%
	128 527 308	130 394 489	1 867 181	1.5%	1 339 876	1.0%	11 008 771	8.4%	142 743 136	16.7%

	2020-21 *	2022-23 estimates in constant 2020-21 US dollars	Programme increases (decreases)		Cost increases (decreases)		Adjustment exchange rate CHF1.00 to US\$0.90		2022-23	% of total budget
	\$	\$	\$	%	\$	%	\$	%	\$	%
Management services										
Human Resources Development	23 750 884	23 604 584	-146 300	-0.6%	78 611	0.3%	2 037 611	8.6%	25 720 806	3.0%
Financial Management	15 564 382	15 564 382	0	0.0%	1 540	0.0%	1 301 081	8.4%	16 867 003	2.0%
Strategic Programming and Management	4 403 115	4 403 115	0	0.0%	55 053	1.3%	326 917	7.4%	4 785 085	0.6%
Deputy Director-General's Office	2 385 589	1 883 989	-501 600	-21.0%	-69 672	-3.7%	138 058	7.3%	1 952 375	0.2%
	46 103 970	45 456 070	-647 900	-1.4%	65 532	0.1%	3 803 667	8.4%	49 325 269	5.8%
Office of the Director-General	6 978 521	6 725 321	-253 200	-3.6%	-86 990	-1.3%	546 321	8.1%	7 184 652	0.8%
Oversight and evaluation										
Internal Audit and Oversight	3 382 300	3 382 300	0	0.0%	50 814	1.5%	263 580	7.8%	3 696 694	0.4%
Independent Oversight Advisory Committee	612 595	612 595	0	0.0%	9 225	1.5%	44 102	7.2%	665 922	0.1%
External audit costs	1 067 400	1 067 400	0	0.0%	31 307	2.9%	0	0.0%	1 098 707	0.1%
Ethics function	297 242	657 886	360 644	121.3%	4 716	0.7%	48 341	7.3%	710 943	0.1%
Evaluation	2 976 722	2 976 722	0	0.0%	37 620	1.3%	228 183	7.7%	3 242 525	0.4%
	8 336 259	8 696 903	360 644	4.3%	133 682	1.5%	584 206	6.7%	9 414 791	1.1%
Other budgetary provisions	42 430 168	42 430 168	0	0.0%	1 042 289	2.5%	2 953 548	7.0%	46 426 005	5.4%
Adjustment for staff turnover	-6 303 318	-6 303 318	0	0.0%	-105 792	1.7%	-494 020	7.8%	-6 903 130	-0.8%

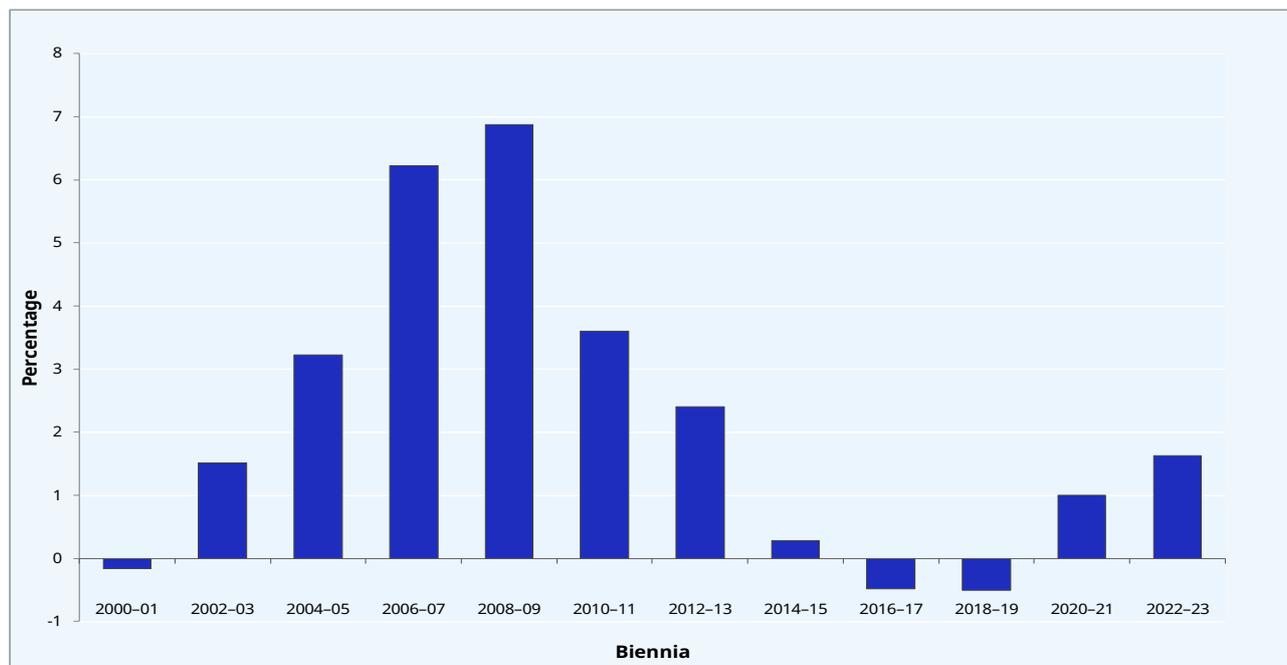
	2020-21 *		2022-23 estimates in constant 2020-21 US dollars		Programme increases (decreases)		Cost increases (decreases)		Adjustment exchange rate CHF1.00 to US\$0.90		2022-23		% of total budget	
	\$	\$	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
TOTAL PART I.	774 238 406	778 067 000	3 828 594	0.5%	12 856 220	1.7%	48 036 173	6.2%	838 959 393	98.4%				
PART II. UNFORESEEN EXPENDITURE	875 000	875 000	0	0.0%	0	0.0%	0	0.0%	875 000	0.1%				
PART III. WORKING CAPITAL FUND	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%				
PART IV. INSTITUTIONAL INVESTMENTS AND EXTRAORDINARY ITEMS	15 526 594	11 698 000	-3 828 594	-24.7%	52 700	0.5%	1 175 107	10.0%	12 925 807	1.5%				
TOTAL (PARTS I-IV)	790 640 000	790 640 000	0	0.0%	12 908 920	1.6%	49 211 280	6.2%	852 760 200	100.0%				

* The strategic budget for policymaking organs includes resources from the Official Meetings, Documentation and Relations Department and the Internal Services and Administration Department which directly support governance activities. To facilitate comparison with 2022-23 figures, the 2020-21 budget was restated to reflect: (a) revaluation of the recosted budget at the budget rate of exchange of CHF1 to the US dollar; and (b) the funding of the UNSDG UN Resident Coordinator System from efficiency gains and programme reductions in Part I of the budget.

62. This Information Annex provides details on the methodology used for calculating the cost increases for 2022-23. In approving successive programme and budgets, the International Labour Conference has recognized the need to incorporate adjustments (both

increases and decreases) to the constant dollar budget to ensure that sufficient funding is available to maintain the desired level of service to constituents. Figure A2-1 provides a summary of approved cost increase percentages for recent biennia.

► **Figure A2-1. Cost increase percentage included in the biennial budgets**



Basis for calculation of cost increases

63. The ILO uses a zero budget basis in each budget cycle for determining a baseline of all operational costs anticipated in the future biennium. The strategic and operational budgets are initially developed at constant cost rates to allow comparability of the approved 2020-21 budget with the budget for 2022-23.

64. An analysis is undertaken by cost component of the expenditures incurred during the current biennium, including a review of previously forecasted cost increases, of cost structures and of any anticipated changes in cost drivers. In conjunction with this, an analysis is undertaken of the geographic distribution of both current expenditure and of expected future expenditure as inflation varies significantly between and within regions where the ILO operates. The projected percentage increases are applied to the 2022-23 budget for each corresponding object of expenditure and geographical location.

65. The budget projections make extensive use of verifiable and independent forecast data on consumer

price indices and published data of authoritative bodies such as the International Civil Service Commission, the International Monetary Fund (IMF) and central banks. Where the available inflation forecasts do not cover the full period of the budget, these forecasts are extrapolated for the 2022-23 biennium based on the latest available data and predicted trends made available by economic institutions. A review is also undertaken to determine the dollar equivalent of cost and price movements in local currencies since the last budget was adopted.

66. For Swiss-based expenditure items, the ILO has used average annual inflation forecasts issued by the Swiss National Bank for 2021, 2022 and 2023, which respectively are 0.1 per cent, 0.2 per cent and 0.5 per cent. Unless otherwise disclosed, average annual inflation rates have been used to calculate cost increases for 2021-23.

67. The principal source of inflation estimates for field locations is IMF data. For these locations, the latest 2020 costs are adjusted for estimated inflation in 2021, 2022 and 2023 and take account of changes in the rate of exchange between the local currency and the US dollar. The annual rates of cost increase vary

considerably between and within regions. Table A2-1 shows the projected average annual rate for each region, in dollar terms.

► **Table A2-1. 2022–23 projected average annual inflation rates by region**

Region	% increase
Africa	4.4
Americas	3.4
Arab States	12.9
Asia and the Pacific	2.9
Europe	4.2

► **Table A2-2. 2022–23 cost adjustments by object of expenditure (2020–21 US dollars)**

Object of expenditure	Budget (in constant US dollars)	Cost adjustments	Biennial % adjustment
Staff costs	547 017 651	9 475 435	1.7
Travel on official business	12 394 975	406 372	3.3
Contractual services	38 659 745	183 837	0.5
General operating expenses	54 155 729	869 292	1.6
Supplies and materials	2 865 672	53 048	1.9
Furniture and equipment	3 902 636	2 842	0.1
Loan amortization for HQ building	7 404 600	0	0.0
Fellowships, grants and RBTC	84 361 790	908 279	1.1
Other costs	39 877 202	1 009 815	2.5
Total	790 640 000	12 908 920	1.6

Staff costs

70. Staff costs account for some 69 per cent of the overall expenditure budget and the cost increase of US\$9.5 million (1.7 per cent) constitutes the largest change in absolute terms. The staff cost increase for 2022–23 reflect the rebasing of staff costs to current levels.

71. Staff costs comprise:

- all officials who are budgeted at differentiated standard costs, described more fully below; and
- interpreters, committee secretaries and short-term Conference staff, where the provision for cost increase is in line with that provided for Professional and General Service staff at headquarters and agreements with the International Association of Conference Interpreters.

68. The application of zero-based budgeting to cost increases compares previously predicted cost increase with actual expenditure. This realigns the budget for each location and expenditure type for the new period. Where applicable, an offset was applied to forecasted inflation for 2021, 2022 and 2023 as a result of any lower than anticipated rates of inflation included in the Programme and Budget for 2020–21.

69. Table A2-2 summarizes the cost adjustments for 2022–23 by object of expenditure across the Office. The adjustments amount to a net increase of some \$12.9 million, equivalent to an average rate of 1.6 per cent for the 2022–23 biennium.

Staff calculated at standard costs

72. Changes in the elements of the standard costs are based on the latest salary-related policies and decisions of the UN General Assembly under the recommendation of the ICSC.

73. The 2022–23 standard costs are based on a zero-based budgeting approach, with appropriate estimates for expected trends of inflation, the applicable post adjustment, changes in staff entitlements, and the movement and overall composition of staff. On average, standard costs for 2022–23 are forecasted to increase by 1.8 per cent.

74. Professional category: Changes in Professional salaries arise in part from exchange rate fluctuations and movements in the cost of living as determined by the ICSC and reflected in the post adjustment. Provision has been made for increases in post

adjustment at the general rate of inflation for Geneva-based staff. Post adjustment rates in field locations are determined by the ICSC which reflect relevant cost-of-living adjustments and the relationship between the local currency and the US dollar.

75. General Service category: Estimates for Geneva inflation as indicated in paragraph 67 have been included in the salary projection for General Service staff. Due to negative inflation in 2020 and currently low estimates for 2021, provisions for increases made for 2020–21 were overestimated.

76. For field-based General Service staff the most recent salary scales at each location have been used, with provisions and adjustments made to allow for estimated inflation in US dollar terms.

Non-staff costs

Travel on official business

77. Net increases have been applied against airline ticket costs and DSA rates in dollar terms to reflect changes in ticket prices on frequently travelled routes and changes in ICSC-promulgated daily subsistence allowance (DSA) rates in the different locations in which the ILO operates.

General operating expenses

78. Utilities: Although fuel prices remain volatile and uncertain, a decrease of some 25 per cent has been incorporated into budgetary estimates for 2022–23. In Geneva, an increase of some 8.5 per cent for electricity supply has been incorporated in the estimates. For field locations, it is assumed that water and electricity rates will increase at the local rate of inflation as per the IMF forecast.

79. Rent: Provisions have been made to cover contractual increases for rent.

Supplies and materials

80. Books, periodicals and other subscriptions have increased in cost by an annual average of 4.9 per cent.

Fellowships, grants and regular budget technical cooperation

81. Regular budget technical cooperation (RBTC) has both field and headquarters components. Forecasted cost increases have been based on location inflation rates resulting in an average increase of 1.6 per cent. The contribution to the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) has been decreased by 6.1 per cent per annum to reflect local inflation forecasts in dollar terms in Uruguay. The biennial contribution to the Turin Centre has been increased by 0.5 per cent per annum to reflect local inflation forecasts in dollar terms in Italy.

Other non-staff costs

82. All other non-staff costs have been adjusted in line with the average annual inflation rates applying to the relevant geographical area.

Other budgetary items

83. Other budgetary items include contributions to joint administrative activities within the UN system (for example, the ICSC, the High-Level Committee on Management, the United Nations System Chief Executives Board for Coordination, the UN Joint Inspection Unit and the UN Resident Coordinator system) and for after-service health insurance. The budget estimates are based on latest information provided by the various bodies, the general rate of assumed inflation in their location and are modified to reflect any changes in the basis of apportionment of the costs between participating agencies.

▶ 3. Summary of regular budget technical cooperation resources

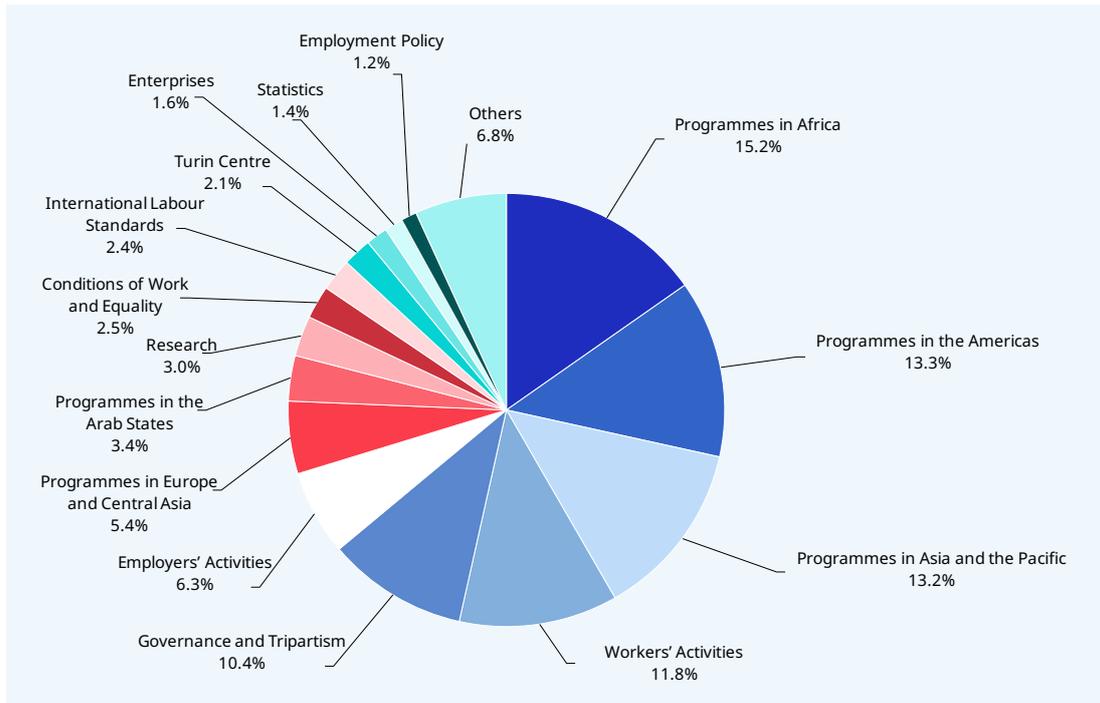
	2022-23 (in constant 2020-21 US\$)	2022-23 (recosted (US\$))
Policy	6 680 242	6 784 925
Programmes in Africa	9 347 786	9 494 271
Programmes in the Americas	5 696 706	5 785 977
Programmes in Arab States	2 585 035	2 625 544
Programmes in Asia and the Pacific	6 730 971	6 836 449
Programmes in Europe and Central Asia	1 705 271	1 731 994
South-South and Triangular Cooperation	1 836 535	1 865 314
Employers' Activities	2 842 622	2 887 167
Workers' Activities	5 949 110	6 042 336
	43 374 278	44 053 977

► 4. Regular budget resource attribution to policy outcomes by department and by programme in the field

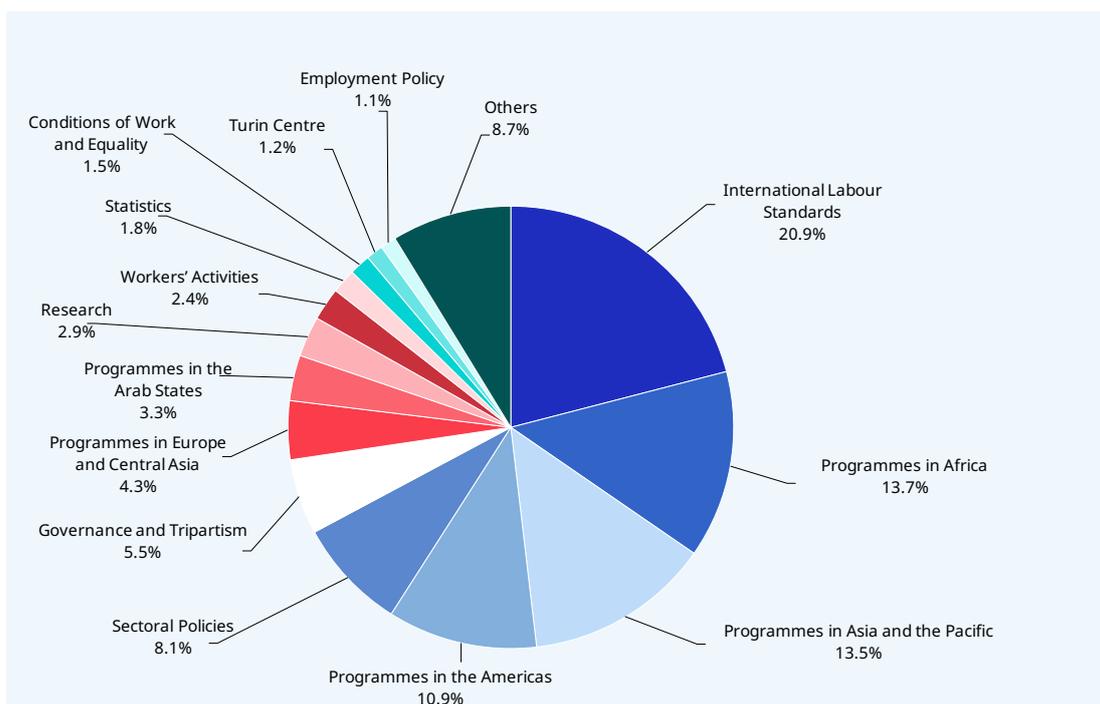
84. The following figures show the percentage contribution of ILO departments at headquarters and

programmes in the field to the total regular budget attribution by policy outcome.

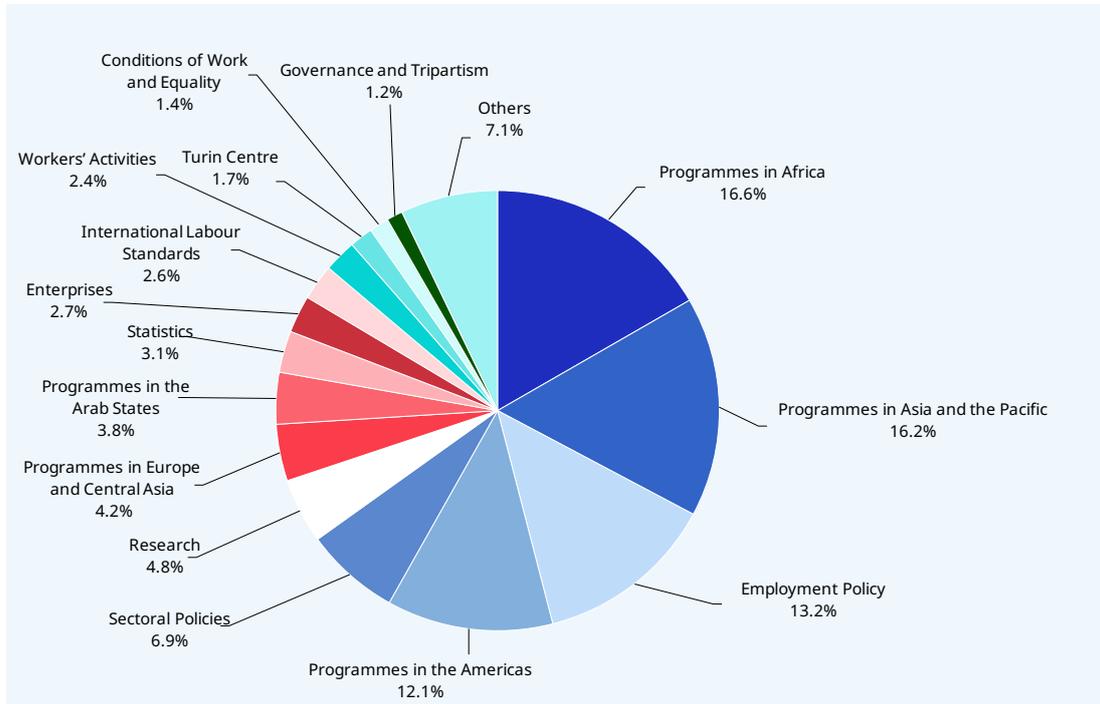
► Outcome 1. Strong tripartite constituents and influential and inclusive social dialogue US\$109,902,986



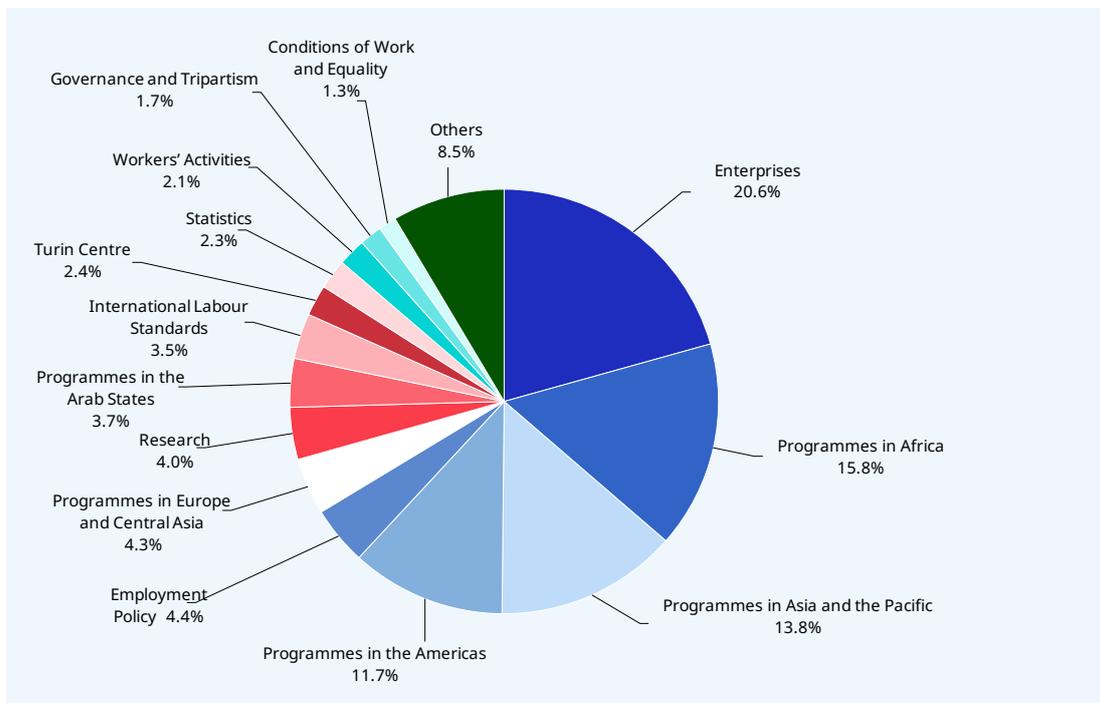
► Outcome 2. International labour standards and authoritative and effective supervision US\$61,211,789



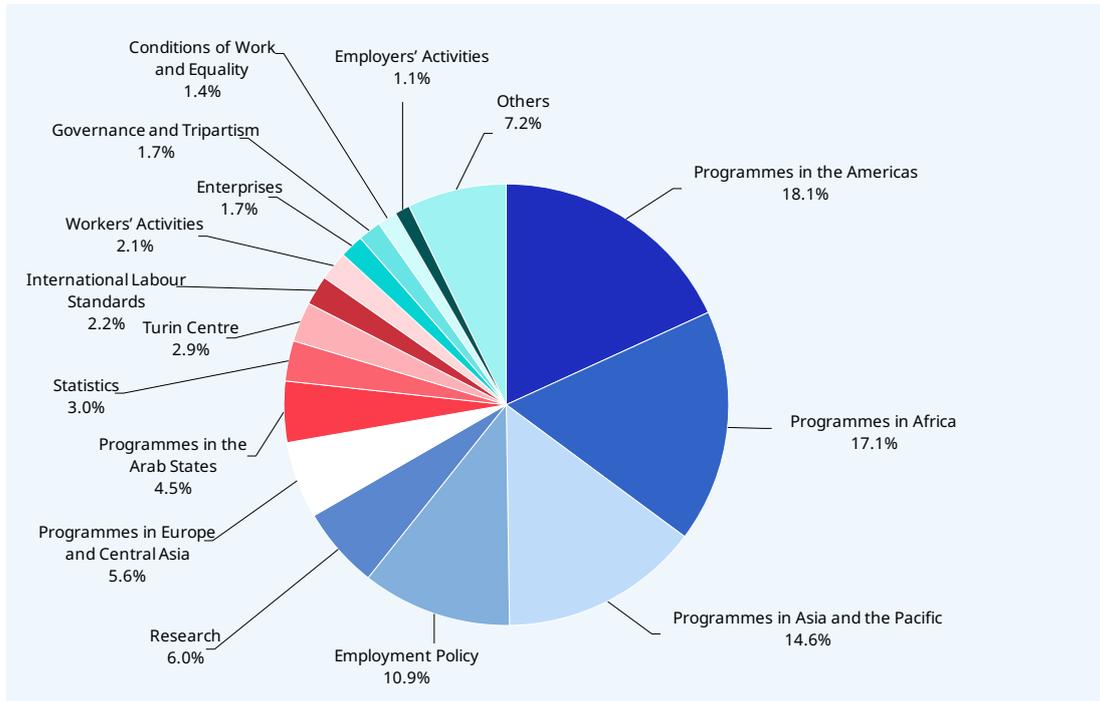
► **Outcome 3. Economic, social and environmental transformation for full, productive and freely-chosen employment and decent work for all**
US\$75,016,546



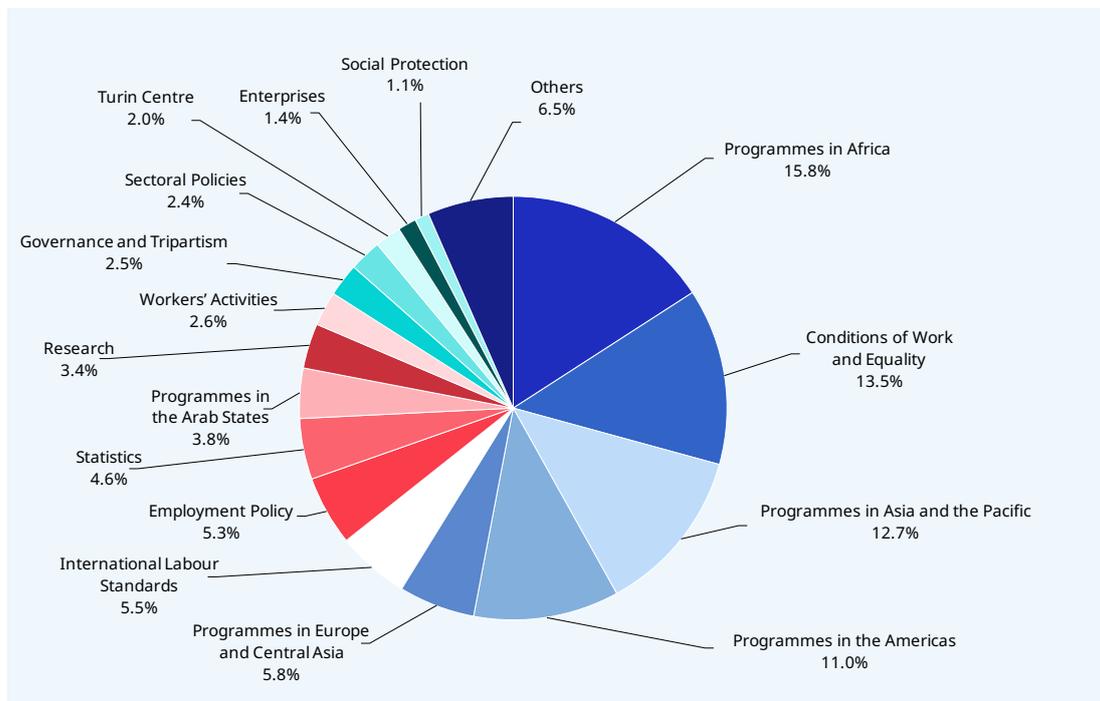
► **Outcome 4. Sustainable enterprise as generators of employment and promoters of innovation and decent work**
US\$52,650,700



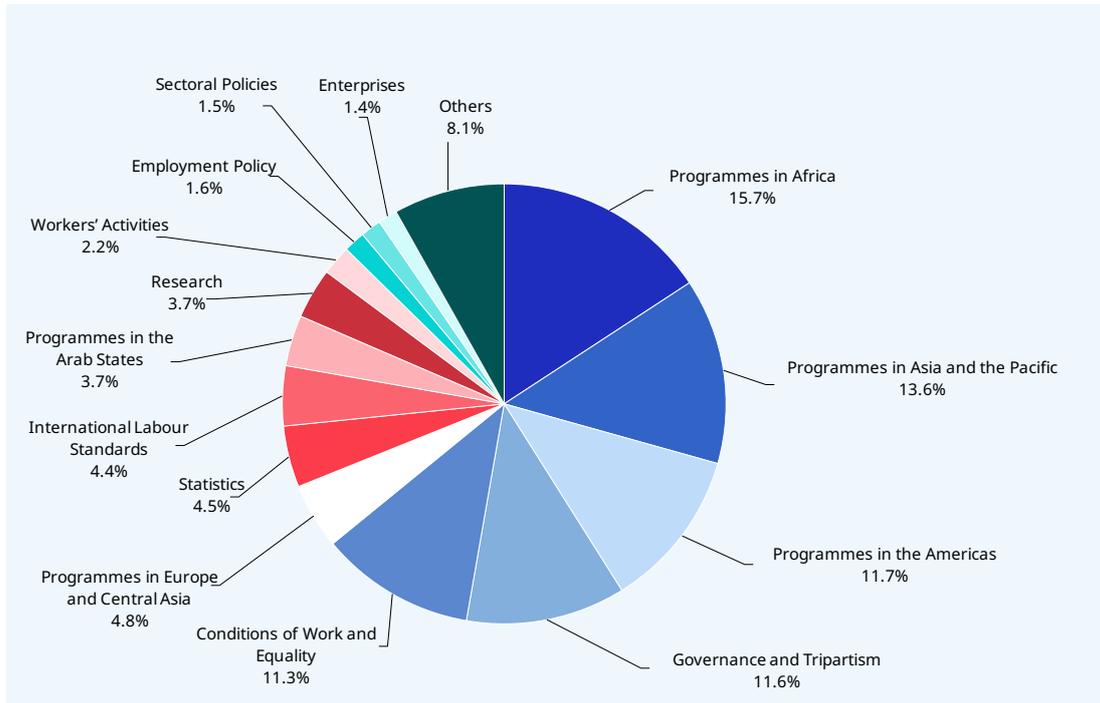
► **Outcome 5. Skills and lifelong learning to facilitate access to and transitions in labour market**
US\$45,052,733



► **Outcome 6. Gender equality and equal opportunities and treatment for all in the world of work**
US\$43,875,583



► **Outcome 7. Adequate and effective protection at work for all**
US\$102,198,005



► **Outcome 8. Comprehensive and sustainable social protection for all**
US\$46,015,856

