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SECOND ITEM ON THE AGENDA

Preview of the Programme and Budget proposals for 2018–19

Purpose of the document

The Governing Body is invited to comment on the preliminary information concerning the Programme and Budget proposals for 2018–19 and to provide guidance to the Office for the submission of proposals to its 329th Session (March 2017).

Relevant strategic objective: All four strategic objectives.

Policy implications: The guidance of the Governing Body will inform the preparation of the Programme and Budget proposals for 2018–19.

Legal implications: None.

Financial implications: Programme and Budget for 2018–19.

Follow-up action required: At its session in March 2017, the Governing Body will examine the Director-General's Programme and Budget proposals for 2018–19.

Author unit: Strategic Programming and Management Department (PROGRAM).

Related documents: GB.328/PFA/1; GB.328/INS/5/1; GB.328/INS/5/2; GB.328/INS/3; GB.328/INS/17/1; GB.328/INS/17/2; GB.328/POL/1; GB.328/POL/2; GB.328/POL/7; GB.326/PFA/1; ILO programme implementation 2014–15, Report of the Director-General, International Labour Conference, 105th Session, Geneva, 2016.

Introduction

1. This preview of the Programme and Budget proposals for 2018–19 is framed in the light of the vision, substantive priorities and organizational improvements set out in the ILO's Strategic Plan for 2018–21.¹
2. It presents a thorough outline of the proposed strategies for operationalizing these priorities, captured in ten policy outcomes, underpinned by four cross-cutting policy drivers, and supported by three enabling outcomes. This gives the Governing Body an opportunity to provide early guidance and direction on the general thrust and strategy of the programmatic proposals that are to be presented to its March 2017 session, with a view to the adoption of the Programme and Budget for 2018–19 by the International Labour Conference in June 2017.

I. A focus on achieving change with sustainable results

3. The priorities of the Organization continue to be aimed at the promotion of social justice through the Decent Work Agenda with its four strategic objectives – employment; social protection; social dialogue; and fundamental principles and rights at work – as reaffirmed in the 2008 ILO Declaration on Social Justice for a Fair Globalization (Social Justice Declaration).
4. The proposals for 2018–19 give effect to the resolution on Advancing Social Justice through Decent Work, adopted by the Conference in June 2016, with a view to improving ways to pursue the ILO's mandate in a world of work that is undergoing profound and rapid change.
5. The proposals also address the Goals of the 2030 Agenda for Sustainable Development (2030 Agenda) and harness the opportunities their implementation offers for the Organization and its constituents. The 2030 Agenda reflects a global commitment to decent work as a key driver of inclusive, sustainable growth at the national, regional and global levels. Each policy outcome strategy in this preview specifies the Sustainable Development Goals (SDGs) and related targets to which it contributes as well as the links to relevant SDG indicators of which the ILO is custodian or involved agency. These contributions and links are summarized in the appendix.
6. This preview reflects lessons learned from past experience and continues efforts undertaken in the current biennium to focus the ILO programme on a limited number of priority outcomes. It embodies an appropriate balance of continuity and adaptation to evolution in the world of work and new issues emerging from it. The proposed policy and enabling outcomes build on those set out in the Programme and Budget for 2016–17 while reflecting recent developments in the world of work and the multilateral system.
7. The implementation of these outcomes will allow the Organization to respond and adjust to changing internal and external realities and demands and to balance stability and predictability with flexibility and adaptability. Among the new challenges that the outcomes seek to address are the scale and complexity of new patterns of labour migration and mobility; the need to address decent work in global supply chains more systematically; and the effort to better integrate environmental sustainability into the ILO's work.

¹ GB.328/PFA/1.

8. As the period of the proposals includes the ILO centenary, the outcomes encompass the further planning and delivery of work under the seven Centenary Initiatives, which will inform and steer the policy and enabling outcomes of the Programme and Budget proposals. The Future of Work Initiative stands at the centre of the ILO's centenary activities by addressing the key policy issues of our time and is complemented by six others: the Governance, Standards, Enterprises, Women at Work, End to Poverty and Green Initiatives.
9. Subject to the discussion of the Strategic Plan for 2018–21 and of this preview, the Programme and Budget proposals for 2018–19 will contain fully developed proposals for each of the ten policy outcomes and the three enabling outcomes, including a detailed presentation of the significant outputs to be delivered by the Office and a results framework elaborated in light of the Governing Body's guidance on the draft indicators included in this preview.
10. With regard to the policy outcomes, the results framework focuses on measuring the ILO's contributions to achieving change at the outcome level. In that respect, it measures the way and the extent to which the outputs of the ILO's programme in support of its constituents contribute to achieving change and sustainable results.
11. The results framework assigns performance indicators to the expected changes set out in each policy outcome strategy. Success criteria describing the qualitative and quantitative dimensions that will be measured and reported against each indicator will be presented in the document to be submitted to the March 2017 Governing Body session. In general terms, the success criteria will describe the scope and the nature of the change implicit in the indicator and will also ensure that the cross-cutting policy drivers are addressed and reported on as appropriate. Baselines and quantitative targets identifying what will be achieved during the biennium within the allocated resources, and their means of verification, will be provided for each indicator.
12. In addition, the Programme and Budget proposals for 2018–19 will also contain specific budgetary proposals for each policy outcome, an overview of the ILO's work in the regions, and the main direction and components of the ILO's overall research agenda and capacity development strategy, respectively.

II. Policy outcomes

Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects

Outcome statement: Member States implement policies and programmes that promote more and better jobs and enhance youth employment prospects with a view to inclusive growth and development.

The challenge to be addressed

13. The challenge for member States is to generate opportunities for full, productive, freely chosen and decent employment for all women and men who seek to work. In 2016, 197 million people were unemployed and youth unemployment stood at 71 million. While many countries have established policies and programmes to promote decent jobs in the formal economy with a focus on youth, the challenge is compounded by low and volatile economic growth and structural changes, such as demographic transition and accelerated technological developments, which are reshaping the demand for and supply of labour and

skills. Countries affected by conflicts and disasters face additional challenges in promoting jobs and sustaining livelihoods, especially for displaced populations.

Key lessons from previous work

14. Countries are affected in different ways by these challenges and responses must reflect the diversity of situations and specific constraints and opportunities. A proactive, comprehensive and gender-responsive approach to employment policy that includes coordinated demand- and supply-side measures is needed. In the context of constrained aggregate demand, lessons from crisis response show that a combination of pro-employment macroeconomic frameworks – including an enabling environment for sustainable enterprises and structural transformation – and targeted labour market interventions, particularly for youth, is needed.
15. Informed social dialogue and tripartite consultation on policy development, including the use of innovative methodologies for jobs and skills diagnostics and employment impact assessments, can maximize impact and sustainability. Public policies that are coordinated across government entities, take into account the key role of the private sector for investment and job creation and promote public–private partnerships are particularly effective. Better availability and use of labour market information is essential to effective policy-making while continuous monitoring of the effectiveness of interventions underpins success.

Expected changes

16. The outcome, with its emphasis on promoting more and better jobs – including for youth – through sustained, well-resourced and coherent action is critical to the achievement of the SDGs, especially Goals 1 (target 1.b), 4 (targets 4.3, 4.4 and 4.5), 8 (targets 8.1, 8.2, 8.3, 8.5, 8.6, 8.8 and 8.b), and 10 (targets 10.1 and 10.4). Work under this outcome is linked to SDG indicators 8.2.1, 8.5.1, 8.5.2, 8.6.1 and 8.b.1 under the ILO’s custodianship.
17. Key expected changes are:
 - improved comprehensive employment policies and institutional frameworks, that are adequately funded, grounded in tripartite engagement, supported through relevant inter-ministerial and tripartite mechanisms and based on evidence obtained from improved labour market information systems and statistics that can also be used to measure progress towards the SDGs;
 - more effective policies and programmes to facilitate the transition of youth into decent work by making greater use of evidence of approaches that work, innovative public–private partnerships, evaluation and impact assessments;
 - more responsive skills development systems, adapted to labour market changes and technological developments in order to reduce job and skill mismatches that hinder enterprise development and employability and to enhance access to the labour market through training;
 - concrete steps taken by constituents with regard to: (a) pro-employment macroeconomic policies; or (b) sectoral, industrial, trade, infrastructure investment or environmental strategies that generate more and better jobs while promoting structural transformation and enterprise development;
 - enhanced inclusiveness of labour relations and labour market institutions, comprising collective bargaining, wages, minimum wages, working time, contractual arrangements and employment protection, including in non-standard forms of employment; and

- more effective and inclusive employment services and active labour market policies, including outreach to disadvantaged groups and workers in the informal economy, as well as greater coherence, coordination and regulation of the public and private provision of services.

Proposed indicators

- Indicator 1.1: Number of member States that have developed, revised, implemented or monitored comprehensive employment frameworks.
- Indicator 1.2: Number of member States that have taken targeted action on decent jobs for young women and men through the development and implementation of multi-pronged policies and programmes.
- Indicator 1.3: Number of member States in which constituents have taken action on skills development systems, strategies and programmes to reduce skills mismatches and enhance access to the labour market through training.
- Indicator 1.4: Number of member States in which constituents have strengthened capacities on pro-employment macroeconomic policies, or have developed and implemented sectoral, industrial, trade, infrastructure investment or environmental policies for structural transformation and for promoting more and better jobs and tackling inequalities.
- Indicator 1.5: Number of member States that have reviewed policies, programmes or other measures to promote inclusive labour relations and labour market institutions, and better working conditions.
- Indicator 1.6: Number of member States that have reviewed regulatory frameworks, policies or programmes to enhance the effectiveness and inclusiveness of employment services and active labour market policies.

Means of action and support for constituents

18. The ILO will focus on:

- providing tailor-made policy advice on comprehensive employment policies and specific elements thereof using operational tools such as jobs diagnostics, employment impact assessments, skills anticipation methodologies and school-to-work transition surveys;
- facilitating tripartite employment policy dialogue, including by building constituents' capacities and advising on effective inter-ministerial coordination mechanisms;
- building constituents' capacities, including through dedicated courses delivered in collaboration with the International Training Centre of the ILO in Turin (Turin Centre);
- research and knowledge sharing, including on emerging patterns in labour markets that shape the future of work; and
- promoting jobs and livelihoods for those most affected by conflicts and disasters and facilitating refugees' access to labour markets, in particular through the ILO flagship programme on Jobs for Peace and Resilience.

Synergies across outcomes and cross-cutting policy drivers

- 19.** In line with the Social Justice Declaration, interventions under this outcome will promote synergies across all four strategic objectives and most other outcomes, including responses to demographic challenges and the promotion of social protection floors (Outcome 3); integrating an enabling environment for sustainable enterprises into employment policies and promoting youth entrepreneurship and skills development (Outcome 4); including rural employment and skills development in comprehensive national employment policies

(Outcome 5); research on informality and self-employment and on promoting formal jobs as a key pillar of integrated strategies for transition to the formal economy (Outcome 6); analysing interactions between employment and migration policies, including the portability and recognition of migrants' skills (Outcome 9); and capacity building tailored to employers' and workers' organizations (Outcome 10).

20. The strategy is grounded in the fundamental principles and rights at work and includes advocacy for international labour standards with special attention paid to the Employment Policy Convention, 1964 (No. 122), the Human Resources Development Convention, 1975 (No. 142), the Employment Service Convention, 1948 (No. 88), and a number of other relevant instruments, including the revised instrument replacing the Employment (Transition from War to Peace) Recommendation, 1944 (No. 71). The strategy incorporates a gender-responsive approach, including research under the Women at Work Initiative and capacity building on gender equality and non-discrimination, and a greater effort to promote constituents' use of social dialogue and tripartite mechanisms for the design, reform and implementation of employment and training policies. Environmental sustainability will be integrated into jobs diagnostics and impact assessment methodologies and mainstreamed into substantive technical assistance work.

External partnerships

21. The ILO will continue its global advocacy for enhanced coherence in approaches to decent job creation and scale up its support for more and better jobs, including through its leadership of the United Nations (UN) system-wide Global Initiative on Decent Jobs for Youth. It will also engage with the Group of 20 (G20) and with the BRICS countries (Brazil, Russian Federation, India, China and South Africa) and foster South–South cooperation on employment policy. Partnerships and cooperation with the UN system, international financial institutions, regional institutions, development banks and subregional economic communities will be expanded in order to deliver on the employment-related Goals and targets of the 2030 Agenda. At the national level, the strategy will require the involvement of ministries of the economy, finance, production and industry, among others.

Risk assessment

22. New economic shocks, conflicts and social unrest can derail progress towards the expected results and result in increased population displacement within and across borders. Lack of preparedness to face rapid and structural labour market changes may aggravate job deficits and skills mismatches. Mitigation strategies include: strengthening the evidence base for policy advocacy; addressing the root causes of decent work deficits; building institutional capacities, especially those of constituents; and working closely with partners to build alliances, including for rapid crisis response.

Outcome 2: Ratification and application of international labour standards

Outcome statement: Member States adopt a rights-based approach to inclusive and sustainable development with tripartite engagement in the ratification and application of international labour standards.

The challenge to be addressed

23. International labour standards provide the normative foundation for the Decent Work Agenda and for the ILO's contribution to the 2030 Agenda. Member States' efforts to adopt a rights-based approach to inclusive and sustainable development are, however, hindered by:
- uneven levels of ratification: excluding the Protocol of 2014 to the Forced Labour Convention, 1930, 133 ratifications by 48 member States are still needed for the establishment of a universal framework for the implementation of the eight fundamental ILO Conventions; and
 - gaps in the effective application of standards, as evidenced by the comments of the ILO supervisory bodies, owing primarily to deficiencies in legal frameworks, social dialogue institutions and enforcement mechanisms.
24. This situation leaves a large majority of the world's population beyond the reach of international labour standards and calls for action to bridge the gap between the Organization's normative agenda and the translation of that agenda into the tangible improvements at country level that are necessary to advance decent work and social justice.

Key lessons learned from previous work

25. The ILO supervisory bodies have noted increased ratification and improved application of international labour standards, where a virtuous cycle exists between ILO normative function, Decent Work Country Programmes (DWCPs) and technical assistance. The Office's efforts to build tripartite engagement in the adoption, ratification, application, supervision and review of international labour standards have led to higher levels of ownership, eventually enhancing the impact of the ILO standards system through increased ratification and improved application.

Expected changes

26. Work under this outcome will make an important contribution to implementation of the 2030 Agenda and, in particular, Goals 8 (targets 8.5 and 8.8) and 16 (target 16.3). Work under this outcome is linked to the SDG indicator 8.8.2 under the ILO's custodianship.
27. Key expected changes are:
- increased coverage and reach of international labour standards through wider ratification, with a focus on Conventions aimed at overcoming discrimination and improving the rights and working conditions of groups most at risk of being left behind;
 - enhanced action by tripartite constituents and other actors at country level for the application of international labour standards, supported through national and multilateral planning frameworks such as DWCPs and UN planning frameworks; and
 - effective engagement of and ownership by tripartite constituents in the preparation, adoption, reporting and review of international labour standards.

Proposed indicators

- Indicator 2.1: Number of member States that have made progress towards full ratification of fundamental and governance Conventions.
- Indicator 2.2: Number of member States that have taken action to apply international labour standards, in particular in response to issues raised by the supervisory bodies.
- Indicator 2.3: Number of member States in which constituents provide timely response for the preparation and reporting on international labour standards.

Means of action and support for constituents

28. The ILO will focus on:

- supporting the development and implementation of holistic national policies and action plans for international labour standards ratification, application and reporting and their integration into DWCPs;
- awareness raising, capacity building (typically in collaboration with the Turin Centre) and sharing of information and good practices in order to enable member States to ratify selected Conventions and report on progress in their application;
- engaging constituents in processes leading to the adoption, ratification, implementation, reporting, supervision and review of international labour standards in the context of the Standards Initiative;
- strengthening ILO leadership on labour standards with a focus on gender equality and non-discrimination in the world of work and on inclusive development as a contribution to implementation of the 2030 Agenda, drawing also on the Women at Work Initiative; and
- supporting SDG follow-up and review with respect to international labour standards and the implementation of related SDG targets and indicators.

Synergies across outcomes and cross-cutting policy drivers

29. The promotion of international labour standards is, in itself, a cross-cutting policy driver, essential to delivering substantial results in all policy outcomes. At the same time, international labour standards can only be integrated into DWCPs and related national policies and action plans through support provided under the policy areas covered by the other outcomes. The focus will be on synergies and on efforts to overcome discrimination, defend the rights and improve working conditions of those most likely to be left behind. This includes: providing assistance for the effective application of international labour standards in rural areas (Outcome 5); promoting legislation reform to facilitate the transition to formality (Outcome 6); developing compliance policies and institutions, especially for global value chains (Outcome 7); improving regulations in relation to the fundamental principles and rights at work (Outcome 8); and enhancing action of workers' and employers' organizations (Outcome 10).

30. Social dialogue is a pivotal element of this outcome strategy in that it strengthens the tripartite constituents' capacity to engage in ILO standards-related processes globally and at the country level, including follow-up on the comments of the supervisory system. Specific tools and instruments will be promoted in order to address inequalities and discrimination at the country level and the concerns and aspirations of marginalized groups. Research will

examine the links between specific ILO standards and the environment with due regard for the fundamental and governance Conventions and for instruments related to the informal economy, indigenous peoples and rural workers.

External partnerships

31. The ILO will further strengthen its partnerships with other UN and development agencies, international financial institutions and regional organizations, particularly on matters relating to human rights and the SDG indicators of relevance to international labour standards. Partnerships with national judicial institutions and parliaments will be further promoted, including through technical assistance in the area of labour law.

Risk assessment

32. Slow economic growth in leading and emerging economies might have the adverse effect of reducing political space for the development of rights-based economic and social policies. Mitigation measures will seek to leverage the influence of constituents and other partners and will include advocacy campaigns, partnerships and an enhanced knowledge base in an effort to build consensus on the role of international labour standards in sustainable development.

Outcome 3: Creating and extending social protection floors

Outcome statement: Member States extend social protection and improve the management and sustainability of social protection systems, including social protection floors, in order to prevent and reduce poverty and achieve inclusive growth and social justice.

The challenge to be addressed

33. The vast majority of the world's people are unable to enjoy the fundamental right to social security; approximately three-quarters of them lack adequate social protection. This challenge must be dealt with in order to protect populations, address ageing trends, expand sustainable systems and promote socio-economic recovery.

Key lessons from previous work

34. The universal right to social protection must be built into national policies and laws and global and regional frameworks in order to reduce poverty, inequality and social exclusion and to allow such protection to act as an automatic social and economic stabilizer. With political will, sound design, costing and fiscal space analysis and inclusive social dialogue, even in times of austerity, social protection systems, including social protection floors, can be progressively established and strengthened.

Expected changes

35. Work under this outcome contributes directly to the Goal of ending poverty (Goal 1, target 1.3) and is relevant to several targets under other goals (targets 3.8, 5.4, 8.5, 8.b and 10.4). Work under this outcome is linked to SDG indicators 1.3.1, 1.a.2, 8.b.1 and 10.4.1 for which the ILO is custodian or involved agency.

36. Key expected changes are:

- improved national social protection strategies, policies or legal frameworks with extended coverage or enhanced benefits, guided by social dialogue, labour standards and principles promoting gender equality and non-discrimination;
- strengthened governance, financial management and sustainability of social protection delivery through policy and regulatory reforms and institutional capacity building; and
- increased constituent capacity and an expanded knowledge base for an effective implementation of national social protection systems, including SDG monitoring.

Proposed indicators
<ul style="list-style-type: none"> ■ Indicator 3.1: Number of member States that improve their national social protection strategies, policies or legal frameworks to extend coverage or enhance benefit adequacy. ■ Indicator 3.2: Number of member States that improve their institutional policies or regulatory frameworks to strengthen governance, financial management and sustainability for the delivery of social protection. ■ Indicator 3.3: Number of member States in which constituents have their knowledge base and capacity enhanced to design, manage and monitor social protection systems.

Means of action and support for constituents**37.** The ILO will focus on:

- designing, costing and assessing fiscal space and developing institutional and legal frameworks for building, extending or reforming universal social protection systems, including social protection floors;
- enhancing governance of social protection systems, including financial management, coordination, delivery mechanisms;
- building the knowledge base to maintain the ILO's position as a reference agency on social protection;
- supporting SDG monitoring and the implementation of social protection floors through a harmonized set of indicators and gender-disaggregated data collection methodologies;
- promoting innovative, integrated and context-specific approaches with a view to extending coverage and ensuring access to services for informal and rural economy workers, migrants, domestic workers and others, such as workers living with HIV/AIDS, persons with disabilities and indigenous people;
- strengthening constituents' capacity to participate in the design, implementation and monitoring of social protection systems to effectively respond to major changes in the world of work; and
- promoting alliances and partnerships on the decent work objective of social protection for all and ensure its inclusion in global and regional policy agendas and debates, drawing also on the ILO flagship programme on Building Social Protection Floors for All.

Synergies across outcomes and cross-cutting policy drivers

38. Interventions will promote synergies across outcomes and cross-cutting policy drivers by addressing the implications of demographic challenges, unemployment and active labour market policies, including through public employment programmes and in national employment policies (Outcome 1); bringing informal economy, rural and migrant workers under the umbrella of contributory and non-contributory social protection and facilitating formalization (Outcomes 5, 6 and 9); and building the social partners' capacity to influence policy decisions on social protection (Outcome 10).
39. The strategy has a strong normative character. It is guided by and promotes the Social Protection Floors Recommendation, 2012 (No. 202), the Social Security (Minimum Standards) Convention, 1952 (No. 102), and other up-to-date international labour standards with a focus on empowering constituents to develop socially effective, financially efficient and fiscally affordable policies for expanding social security. Special attention will be paid to designing gender-responsive measures and expanding maternity/paternity protection. Interventions will take into account the implications for social protection systems of other sustainable development policies and structural change aimed at greener economies.

External partnerships

40. The ILO will continue to build and maintain its leading role in strategic inter-agency initiatives such as the Social Protection Interagency Cooperation Board (SPIAC-B) and the ILO–UN Social Protection Floor Initiative. Alliances and strategic partnerships with other UN agencies, the World Bank, regional banks and the G20 will be strengthened and dialogue with the International Monetary Fund (IMF) and the Organisation for Economic Co-operation and Development (OECD) pursued to keep the extension of social protection, including social protection floors, high on global, regional and national agendas. A multiplier effect will be created through South–South cooperation and champions such as, among others, the BRICS countries, the Association of Southeast Asian Nations (ASEAN) and the African Union. Joint activities through UN country teams will support constituents' efforts to develop national social protection strategies and legal frameworks and implement coordinated social protection systems.

Risk assessment

41. Countries may introduce precipitous reforms with a detrimental social impact owing to austerity and fiscal consolidation pressure or may fail to design and implement adequate and sustainable social protection systems at the expense of coverage and adequacy. Mitigation measures include evidence-based advocacy on the positive social and economic role of social protection policies to protect workers and vulnerable people whilst reflecting national priorities and economic and fiscal capacities.

Outcome 4: Promoting sustainable enterprises

Outcome statement: Member States promote sustainable enterprises as a means to create more and better jobs and as a key element of their development strategies.

The challenge to be addressed

42. Enterprises face challenges in making large-scale sustainable contributions to productive and decent employment. Such challenges include un conducive enabling environments, low productivity and skills shortages often linked to poor working conditions and high degrees of informality, and a lack of entrepreneurship. It is recognized that the private sector is a key driver of sustainable and inclusive growth, employment creation, and decent work and it is therefore important that these challenges are effectively addressed globally, regionally and nationally.

Key lessons from previous work

43. It is difficult for stand-alone enterprise development initiatives to produce sustainable impact at scale, which calls for integrated, systemic approaches that improve the functioning of entire markets, sectors and value chains, including global supply chains. This requires fewer and larger interventions and a shift in emphasis from direct delivery to facilitating change based on evidence on what works and what does not work.

Expected changes

44. The strategy makes a direct contribution to Goal 8 of the SDGs and, in particular, targets 8.3, 8.4, 8.10 and also to Goal 9 (target 9.3). Work under this outcome is linked to the SDG indicator 8.3.1 under the ILO's custodianship.
45. Key expected changes are:
- effective reforms of the business environment which fosters the creation and growth of sustainable enterprises, enhancing the economic, social and environmental performance of such enterprises, strengthening investment and facilitating formalization;
 - effective interventions directly assisting enterprises and potential entrepreneurs that lead to the creation and growth of sustainable enterprises; and
 - enhanced integration of enterprises as well as potential entrepreneurs into global supply chains and other value chains, resulting in better working conditions, higher productivity and cleaner production.

Proposed indicators

- Indicator 4.1: Number of member States that have formulated or adopted reforms of the business environment that contribute to an enabling environment for sustainable enterprises.
- Indicator 4.2: Number of member States that have designed and implemented effective interventions to directly assist sustainable enterprises as well as potential entrepreneurs.
- Indicator 4.3: Number of member States that have designed and implemented dialogue platforms on responsible business practices or effective programmes for improving the functioning of markets, sectors and value chains, including global supply chains in order to create more and better jobs.

Means of action and support for constituents

46. The ILO will focus on:
- creating an enabling environment for the promotion of sustainable enterprises;

- improving the functioning of markets and sectors through integrated and systemic value chain development;
- developing entrepreneurship and business skills, working closely with the Turin Centre and using ILO training products such as those on small and medium-sized enterprises (SMEs), cooperatives, green jobs, women and young entrepreneurs;
- helping SMEs to increase productivity and resource efficiency and improve working conditions through programmes such as Sustaining Competitive and Responsible Enterprises (SCORE) and by leveraging synergies with other programmes, such as Better Work;
- improving access to financial services using the Making Microfinance Work package and the Impact Insurance Facility tools; and
- providing a Helpdesk as a one-stop-shop for enterprises seeking guidance on international labour standards in developing corporate social responsibility (CSR) and sustainable supply chain policies.

Synergies across outcomes and cross-cutting policy drivers

47. Interventions will draw on synergies with other outcomes, in particular Outcomes 1 and 6 on policies and integrated processes to foster enabling conditions for enterprise development and growth, including formalization and measures for young people. The strategy will also address issues such as value chain development for agro-industries and cooperatives, climate change resilience, and environmental sustainability in the rural economy (Outcome 5); and strengthening the capacity of workers' and employers' organizations to engage in dialogue on policy reform and provide services to enterprises (Outcome 10).
48. The strategy is grounded in the relevant international labour standards and will include promotion of and advocacy for the relevant ILO declarations, in particular the Tripartite Declaration of Principles concerning Multinational Enterprises. Enhancing constituents' capacity to engage in social dialogue on policy reforms and deliver enterprise-level interventions will be a key element of the strategy. Policy reform efforts will include advice and recommendations on gender mainstreaming and supporting women in business, and enterprise-level interventions will focus on, among other things, women entrepreneurs. Environmental sustainability will be promoted through enterprise-level support for cleaner, resource-efficient operations and innovations in clean technology and products for new green markets in light of growth opportunities in specific sectors.

External partnerships

49. The ILO will extend and leverage partnerships in order to implement larger, holistic country-level interventions within the context of DWCPs and UN programming frameworks, generate and disseminate knowledge on the outcome of enterprise development interventions and enhance policy coherence at the national and global levels.
50. Key partners will include intergovernmental and other international organizations such as the Office of the UN High Commissioner for Human Rights (OHCHR), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Framework Convention on Climate Change (UNFCCC) secretariat, the United Nations Global Compact, the United Nations Industrial Development Organization (UNIDO), the

Consultative Group to Assist the Poor (CGAP), the Donor Committee for Enterprise Development (DCED), the European Microfinance Platform (e-MFP), the International Co-operative Alliance (ICA), the Microinsurance Network, the Partnership for Action on Green Economy (PAGE), the OECD, the World Association of Investment Promotion Agencies (WAIPA) and the World Bank Group, as well as individual enterprises in the context of the Enterprises Initiative.

Risk assessment

51. Policy support might not result in the intended changes owing to the many interdependent areas of intervention that often need to be addressed simultaneously and also due to the complexity of national policy processes. To mitigate this risk, constituents should set clear priorities at the beginning of policy dialogues and be actively engaged throughout the implementation of the policies.
52. Member States may not fully incorporate effective, scalable enterprise-level interventions into national policies, resulting in a lack of sustainability. Mitigation will entail producing and disseminating knowledge about the cost and benefits of such interventions, targeted capacity building for constituents and advice on balancing fees for services with subsidies from national budgets.

Outcome 5: Decent work in the rural economy

Outcome statement: The tripartite constituents develop policies, strategies and programmes that increase productive employment opportunities and decent work in the rural economy.

The challenge to be addressed

53. Rural areas are potential engines of growth and development but this is often overlooked in national and international policy agendas. Almost 80 per cent of the world's working poor are employed in these areas, where informality is high and decent work deficits pervasive. A lack of effective policies targeting employment and labour issues in the rural economy, compounded by weak institutional and legal frameworks and an inadequate knowledge base, must be addressed in order to fully address the potential of rural areas.

Key lessons from previous work

54. The multifaceted challenges in rural areas require an integrated approach that places decent work at the centre of national development frameworks and strategies. Interventions are likely to have greater impact and sustainability if they combine policy support for constituents with targeted action in specific sectors. As a source of income for the majority of the rural poor, the agro-food, fishing and aquaculture sectors have tremendous potential to unlock inclusive, green and climate-resilient growth. Strengthening the collective voice of rural workers and employers and empowering women and indigenous communities is key.

Expected changes

55. The strategy is linked to several SDGs, in particular Goal 1 (target 1.2), Goal 2 (target 2.3) and Goal 8 (target 8.2), which call for greater emphasis on the rural economy. It will also contribute to the End to Poverty Initiative, by enabling the ILO to play a greater role in

ending extreme poverty by 2030, and to the Green Initiative. Work under this outcome is linked to SDG indicator 1.1.1.

56. Key expected changes are:

- reformed strategies or policies to effectively target employment and decent work challenges in rural areas, based on social dialogue and informed by research and timely, reliable labour statistics;
- improved national regulatory and institutional environments and effective targeted programmes implemented for the promotion of quality jobs and decent work in the rural economy; and
- strengthened participation of rural employers' and workers' organizations and representative organizations in the rural economy in economic and social development.

Proposed indicators

- Indicator 5.1: Number of member States that formulate or adopt strategies or policies that target employment and decent work in rural areas.
- Indicator 5.2: Number of member States that have taken concrete steps to promote employment and decent work in rural areas.
- Indicator 5.3: Number of member States that have established or strengthened mechanisms for consultation and social dialogue in the rural economy.

Means of action and support for constituents

57. The ILO will focus on:

- providing technical assistance with the development and implementation of policies and strategies that prioritize the promotion of productive employment and decent work in the rural economy;
- providing technical advice on ratification and effective implementation of the relevant ILO instruments and revision of legal and regulatory frameworks;
- strengthening the knowledge base and national statistical offices' capacity to collect and analyse labour statistics and decent work indicators (including SDG indicators), disaggregated by rural/urban area and demographic subgroup, to support evidence-based policy-making;
- building constituents' capacity by helping to organize rural workers and employers and improving the institutional framework for social dialogue, workplace compliance with international labour standards, national law and collective agreements; and
- developing targeted interventions in key sectors of the rural economy, particularly the agro-food sector with a focus on plantations, fishing and aquaculture, in order to reduce informality and empower women and indigenous peoples.

Synergies across outcomes and cross-cutting policy drivers

58. Given the cross-cutting nature of this outcome, the strategy will foster synergies with all ten policy outcomes including by: addressing the specific needs of rural areas in national

employment policies (Outcome 1); promoting the ratification and implementation of the fundamental Conventions and the standards most relevant to the rural economy (Outcome 2); extending social protection to rural workers (Outcome 3); increasing climate change resilience through the development of sustainable rural enterprises (Outcome 4); improving working conditions and reduce informality in targeted sectors (Outcome 6); and strengthening the regulatory capacity in relation to unacceptable forms of work in rural areas (Outcome 8).

59. Particular attention will be paid to addressing discrimination against women and girls, whose empowerment is key to reducing poverty and hunger; safeguarding the rights of indigenous peoples and other groups that are vulnerable to discrimination; strengthening the organization and representation of rural workers' and employers' organizations (Outcome 10); improving the institutional framework for social dialogue; and promoting environmental sustainability and green jobs in the sectors most affected by climate change.

External partnerships

60. In light of the challenges to decent work in the rural economy, it is vital to leverage resources and align policy through partnerships with other international organizations and agencies with a focus on comparative advantage. The ILO will strengthen synergies with development partners such as the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the UNFCCC secretariat, the OECD, regional development banks and the World Bank Group through advocacy and country-level interventions to promote productive, decent jobs in the rural economy. It will continue to participate in the work of the FAO-hosted Committee on World Food Security (CFS) and the UN Secretary-General's High Level Task Force on Global Food and Nutrition Security (HLFT).

Risk assessment

61. Insufficient attention to agriculture and rural development in public policy has had a significant negative impact on rural employment, wages and social protection in rural areas and this bias in favour of urban areas may continue. Evidence-based research and advocacy, highlighting the potential of rural areas as potential engines of growth and the critical role of agriculture as a source of employment and development will be key elements of the mitigation strategy.

Outcome 6: Formalization of the informal economy

Outcome statement: Member States develop or improve legislation and policies to facilitate the transition to formality and the social partners extend representation and services to people working in the informal economy.

The challenge to be addressed

62. Around half of the world's workforce operates in the informal economy. Its nature and extent vary greatly from one country to another and in some cases, it accounts for over 50 per cent of gross domestic product (GDP). Informal economies, while heterogeneous, are typically characterized by a high incidence of poverty, inequality and vulnerability and severe, widespread decent work deficits.

Key lessons from previous work

63. Economic growth, while a necessary condition, is insufficient to reduce informality; public policies play a key role in that regard. Strategies are more effective when embedded in an integrated policy framework conducive to formalization and are tailored to the characteristics and needs of specific categories of workers, economic units or sectors, particularly those in need of priority attention. Employers' and workers' organizations play a key role to increase representation in the informal economy, advocate for reform and support the transition to formality.

Expected changes

64. This outcome will contribute to the implementation of the 2030 Agenda, especially Goal 8 (with an emphasis on target 8.3) and several other targets under Goals 1, 5 (particularly target 5.4) and 10 (particularly target 10.2). Work under this outcome is linked to the SDG indicator 8.3.1 under the ILO's custodianship.

65. Key expected changes are:

- an enhanced knowledge base on the size, characteristics and drivers of the informal economy enabling action towards formalization and monitoring of progress;
- improved and well-coordinated legislation, policies and compliance mechanisms embedded in integrated strategies that facilitate the transition to formality, including for those most vulnerable to decent work deficits, according to national circumstances; and
- increased action by employers' and workers' organizations and representative organizations in the informal economy to assist workers and economic units in the informal economy and facilitate the transition to the formal economy.

Proposed indicators

- Indicator 6.1: Number of member States in which constituents have developed a common understanding and a basis for monitoring informality with a view to facilitating progress towards formalization.
- Indicator 6.2: Number of member States that have developed or revised policies, legislation or compliance strategies to facilitate transition to formality of specific groups of workers or economic units.
- Indicator 6.3: Number of member States in which representative employers' or workers' organizations provide support to workers and economic units in the informal economy for facilitating transition to the formal economy.

Means of action and support for constituents

66. The ILO will focus on:

- helping member States to formulate strategies for the transition to formality in light of their specific needs, facilitate the transition of specific categories of workers, economic units or sectors, strengthen policies conducive to formalization and prevent the informalization of formal economy jobs;
- conducting diagnoses of the informal economy, including by helping national statistical offices to produce statistics for reporting on indicator 8.3.1 under Goal 8 of the SDGs, fostering tripartite consensus on follow-up action and designing systems for regular monitoring of progress towards formalization;

- developing and reforming legislation and policies to facilitate the transition to formality, including by: (a) ensuring that those in the informal economy can exercise the right to freedom of association and collective bargaining; (b) expanding the scope of legislation to include new forms of employment; (c) designing measures and innovative partnerships to facilitate the formalization of micro-, small and medium-sized enterprises; (d) revising national employment policy frameworks to make formal job creation a central goal; (e) extending social protection, including safety and health, to categories of workers not currently covered; (f) revising compliance mechanisms by combining sanctions with preventive and curative measures;
- strengthening coherence and coordination between relevant line ministries and bodies and across levels of government; and
- building the capacity of employers' and workers' organizations to participate in social dialogue on the transition to the formal economy and to extend membership and services to workers and economic units in the informal economy.

Synergies across outcomes and cross-cutting policy drivers

67. Synergies will be promoted across all outcomes on issues such as creating formal jobs and ensuring job quality within broader strategies designed to promote and sustain inclusive growth (Outcome 1); reforming legislation in line with the international labour standards (Outcome 2); strengthening strategies designed to extend social security (Outcome 3); creating formal sustainable enterprises and facilitating the formalization of micro and small businesses (Outcome 4); promoting better working conditions for rural workers (Outcome 5); further developing compliance plans and institutions to increase their effectiveness as drivers for formalization, including in global supply chains (Outcome 7); and strengthening relations between employers' and workers' organizations and the informal economy (Outcome 10).
68. Interventions will be grounded in the relevant international labour standards, notably: the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), and the normative instruments listed in the annex thereto. Strengthening the social partners' capacity to engage in social dialogue on supporting the transition to formality will be crucial. All interventions will address the needs of women and of vulnerable or disadvantaged groups. The impact of the informal economy on ecosystems and the way in which environmental policies affect the transition to formality will be assessed where appropriate.

External partnerships

69. Advocacy and joint initiatives will be implemented with the World Bank and other regional and international organizations on productivity and the cost and benefits of formalization, with the European Commission on reducing unregistered employment in Europe, with the OECD on drivers of informality, and with Women in Informal Employment: Globalizing and Organizing (WIEGO) and other relevant organizations on statistics. Partnerships with UN agencies will be strengthened in order to foster consensus on the use of Recommendation No. 204 as a powerful policy tool for achievement of the SDGs.

Risk assessment

70. Worsening economic conditions and divergent views about the causes of informality and the priorities for addressing it may generate conflicting approaches or a lack of focus. This may be mitigated by strengthening the knowledge base on the informal economy and by

promoting integrated strategies and effective social dialogue and improved dissemination of research and evaluation findings.

Outcome 7: Promoting safe work and workplace compliance in global supply chains

Outcome statement: Policies and regulations on occupational safety and health and workplace compliance in global supply chains are better developed, publicized, observed and enforced in member States.

The challenge to be addressed

71. Unsafe work and insufficient compliance with the relevant laws and regulations undermine workers' lives and rights and have an adverse impact on enterprise productivity and economic development. In many countries improvements in the legal and policy frameworks are necessary but often there are difficulties in implementing existing laws, regulations and collective agreements, largely due to institutional capacity constraints. Global supply chains provide additional challenges, but also opportunities, in advancing safe work and workplace compliance across national jurisdictions, owing to their scale and complexity and to the types of business models employed.

Key lessons from previous work

72. Programmes such as Better Work, the International Programme on the Elimination of Child Labour (IPEC) and SCORE have shown that widespread informality is a major barrier to compliance, enforcement and access to remedies and parallel efforts are needed to promote formalization; effective social dialogue and sound industrial relations are critical for the creation of safe, harmonious and productive workplaces; and that interventions are most effective when they are based on a multi-dimensional strategy that includes enhancing public labour inspection and enforcement systems, empowering the social partners and leveraging the impact of compliance initiatives in global supply chains.

Expected changes

73. The strategy will contribute to the achievement of several SDGs, particularly Goals 8 (target 8.8), 3 (target 3.9) and 16 (target 16.6). Work under this outcome is linked to the SDG indicator 8.8.1 under the ILO's custodianship.
74. Key expected changes are:
- improved occupational safety and health (OSH) and workplace compliance policies, strategies, plans and sound legal frameworks for addressing the changing dynamics of global supply chains based on social dialogue and an expanded knowledge base underpinned by empirical evidence and good practice;
 - improved implementation of OSH and workplace compliance policies, strategies, plans and legislation through strengthened national capacity for prevention, enforcement, dispute resolution and access to remedies, including of labour administrations, labour inspectorates, other responsible national authorities, national and cross-border social dialogue institutions and social partners.

Proposed indicators

- Indicator 7.1: Number of member States that have developed their legal frameworks, policies, plans or strategies to strengthen OSH and to ensure workplace compliance with national labour laws, collective agreements and applicable international framework agreements.
- Indicator 7.2: Number of member States that have established or strengthened OSH and workplace compliance institutions or mechanisms at national, sectorial or enterprise levels across global supply chains, including social dialogue institutions and multi stakeholder partnerships.

Means of action and support for constituents

75. The ILO will focus on:

- providing integrated policy advice and capacity building to support the development of comprehensive legislation, as well as national compliance and enforcement strategies that harness the additional resources and opportunities provided by global supply chains;
- building or strengthening compliance and enforcement institutions and systems, particularly labour inspectorates and dispute settlement mechanisms, in line with international labour standards, including on gender equality and non-discrimination;
- strengthening the capacity of the social partners and governments to address safe work and compliance issues along supply chains through national and cross-border social dialogue institutions and mechanisms;
- improving workplace safety and compliance through sector-specific, gender-responsive research, advocacy and capacity building, including on preventive measures, grievance mechanisms and access to remedies; and
- developing an integrated and effective strategy on compliance in global value chains through the ILO flagship Better Work programme, and improving cooperation on health and safety of workers through the Global Action for Prevention on Occupational Safety and Health flagship programme.

Synergies across outcomes and cross-cutting policy drivers

76. Effectiveness in delivering efficient support to constituents in these areas rely on the capacity of the strategy to promote significant synergies, in particular, in relation to the development of legislation in line with international labour standards (Outcome 2), the upgrading and formalization of enterprises and workers in the lower tiers of global supply chains (Outcome 6) and the provision of policy advice and cooperation focusing on unacceptable forms of work (Outcome 8).

77. Implementation of the strategy will be guided by and promote the fundamental Conventions; the Protocol of 2014 to the Forced Labour Convention, 1930; the Labour Inspection Convention, 1947 (No. 81); the Labour Inspection (Agriculture) Convention, 1969 (No. 129); the Labour Administration Convention, 1978 (No. 150); the Occupational Safety and Health Convention, 1981 (No. 155); the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187); and the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144).

78. Social dialogue and capacity building of employers' and workers' organizations (Outcome 10) underpins all work under this outcome. Research will examine the role and effectiveness of cross-border social dialogue institutions and mechanisms, including collective bargaining, in promoting safe work and compliance in global supply chains. Gender and non-discrimination issues, including maternity protection, equal pay, sexual harassment and violence at work will be integrated in all areas of work and the effects of climate change on the workplace, including OSH risks associated with increasing global temperatures, will be addressed.

External partnerships

79. The ILO will leverage partnerships with other UN agencies, including the World Health Organization (WHO), international financial institutions, such as the World Bank Group, the OECD, multinational enterprises, private compliance initiatives and other actors in order to strengthen policy coherence and mobilize support for safe work and workplace compliance in global supply chains. Partnerships and collaboration with business and trade union research networks and other research centres and associations will be deepened in order to expand the knowledge base in this area.

Risk assessment

80. OSH and workplace compliance in global supply chains may be given low priority and limited resources in national budgets and development cooperation financing. Intensified advocacy and outreach aimed at raising awareness at the national and international levels based on evidence-based knowledge and issue-based alliances can help mitigate this risk.

Outcome 8: Protecting workers from unacceptable forms of work

Outcome statement: Member States develop or enhance laws and policies, strengthen institutions, and foster partnerships to protect women and men from unacceptable forms of work.

The challenge to be addressed

81. Work situations that deny fundamental principles and rights at work or put workers' lives, health, freedom, human dignity or security at risk are unacceptable but widespread. Unacceptable forms of work are difficult to address because they occur in high-risk sectors where there is little regulatory oversight, workers are poorly organized and the availability of data is problematic. The invisibility of work in the lower tiers of global supply chains – such as home work, where women are overrepresented – puts workers at higher risk, including work-related violence.

Key lessons from previous work

82. Sustaining progress on unacceptable forms of work requires integrated approaches that promote fundamental principles and rights at work while addressing the root causes and conditions that render workers more vulnerable to exploitation, including those from disadvantaged groups. The ownership and sustainability of these approaches relies on an understanding of unacceptable forms of work trends and root causes in high-risk sectors and on the development of tailored responses in line with national and local circumstances and capacities. A virtuous cycle that includes concerns raised by supervisory bodies, ILO

technical assistance and national follow-up is essential, as are the engagement of the tripartite constituents and efforts to strengthen the organization and representation of workers in vulnerable situations. Alliances with key institutions can leverage influence and impact.

Expected changes

83. The outcome feeds directly into the overarching objectives of the 2030 Agenda: leave no one behind and reach the furthest behind first. It pursues the achievement of several SDGs, in particular Goals 5 (target 5.2), 8 (targets 8.5, 8.7 and 8.8) and 10 (target 10.3). Work under this outcome is linked to SDG indicators 5.5.2, 8.7.1 and 8.8.2 under the ILO's custodianship (together with United Nations Children's Fund (UNICEF) for 8.7.1).

84. Key expected changes are:

- more effective policies and regulations, informed by an enhanced knowledge base on how technological, regulatory, demographic and environmental changes are affecting the magnitude of unacceptable forms of work in different sectors, occupations and groups;
- improved institutional capacity for implementation of policies and regulations, with a focus on the eradication and prevention of forced labour and child labour and all forms of discrimination; the promotion of freedom of association and inclusive collective bargaining; and the prevention and protection of workers in vulnerable situations from unsafe and unhealthy work conditions in selected high-risk sectors; and
- strengthened advocacy and partnerships with concerned multilateral organizations, civil society groups and media, especially in respect of the eradication of forced and child labour and the prevention and protection of women and men from work-related violence in selected high-risk sectors.

Proposed indicators

- Indicator: 8.1: Number of member States that have developed or revised laws and policies to protect women and men workers in high-risk sectors, especially in vulnerable situations, from unacceptable forms of work.
- Indicator: 8.2: Number of member States in which one or more constituents have strengthened their institutional capacity to protect workers from unacceptable forms of work, especially those disadvantaged or in vulnerable situations.
- Indicator: 8.3: Number of member States in which tripartite constituents have developed partnerships, including with other stakeholders, for the effective protection of workers, especially in respect of the eradication of forced and child labour and the prevention and protection of women and men from work-related violence in selected high-risk sectors.

Means of action and support for constituents

85. The ILO will focus on:

- promoting ratification and application of the fundamental Conventions, including the Protocol of 2014 to the Forced Labour Convention, 1930; improving the application of other relevant international labour standards, including on OSH and home work; and servicing the Conference Committee responsible for the preparation of any new standard(s) on violence against women and men in the world of work;

- leading efforts to close gaps in elimination of the worst forms of forced and child labour through advocacy and partnerships with international, regional and national organizations, civil society, the media and academia, and through the ILO flagship programme IPEC+;
- supporting monitoring of the relevant SDGs by collecting data on selected indicators, disaggregated by sex and, where possible, other relevant criteria such as disability, ethnicity and migrant status;
- helping constituents to develop integrated, gender-responsive and context-specific approaches to protecting workers from unacceptable forms of work in specific high-risk sectors and lower tiers of global supply chains, including ways to prevent and address violence against women and men workers; and
- promoting the empowerment of non-organized workers and those in vulnerable situations through organization and enhanced capacity to engage in collective action.

Synergies across outcomes and cross-cutting policy drivers

- 86.** The strategy will draw on synergies with other outcomes, in particular on the ratification of relevant Conventions and follow-up to the comments of the ILO supervisory bodies, with a focus on the fundamental principles and rights at work (Outcome 2) and on issues such as: strengthening the regulatory capacity in order to promote decent work in the rural economy where a significant number of workers in unacceptable forms of work can be found (Outcome 5); bringing workers into work arrangements that offer better protection through formalization of the informal economy (Outcome 6); promoting safe work and workplace compliance in global supply chains (Outcome 7); and creating an enabling policy environment for the protection of, and decent work opportunities for, migrant workers, refugees and forcibly displaced persons (Outcome 9).
- 87.** A central element of the strategy is capacity building for workers' and employers' organizations to engage in effective social dialogue around policies and strategies in relation to unacceptable forms of work (Outcome 10). Data collection, research, policy advice and capacity building will address the needs of workers in unacceptable forms of work or at risk, regardless of their age, sex, national or ethnic background, health status and ability. Where relevant, the implications for a just transition to a green economy will be included in those interventions aimed at breaking the cycle of poverty and reducing inequality, especially in relation to forced and child labour.

External partnerships

- 88.** Partnerships with key institutions will leverage knowledge and resources to strengthen action and catalyse policy influence at all levels with a view to more effective prevention of forced and child labour and protection of workers. The ILO will take a leading role in the Alliance 8.7 to end child labour and modern slavery. Partnering with UN Women will help to address the link between domestic violence and violence in the world of work while broadening the ILO's outreach to relevant stakeholders beyond its constituents.

Risk assessment

- 89.** Achievement of the intended results requires concerted, well-informed action and political commitment to address unacceptable forms of work. Advocacy and evidence-based research will be used to foster political commitment. Risks will be reduced by diversifying the target

countries and enhancing the Office's ability to deliver, drawing on cooperative working methods and strategic use of resources, including ILO flagship development cooperation programmes.

Outcome 9: Fair and effective international labour migration and mobility

Outcome statement: Member States adopt fair and effective international labour migration and mobility policies and establish measures for their implementation at the national, regional or subregional levels to better protect the rights of persons working abroad and meet labour market needs.

The challenge to be addressed

- 90.** Of the 150 million international migrant workers, nearly half are women and the complexity of labour migration and mobility, including refugee flows, is growing. Many countries are under-equipped to handle this situation, which, owing to poor labour market functioning and weak governance, results in irregular migration, underutilization of skills, job mismatches, discrimination, widening inequality and exploitation, including in recruitment. This increases social tensions and obscures public recognition of and support for these workers' positive contribution to societies.

Key lessons from previous work

- 91.** The ILO can leverage implementation of international labour standards and policy guidance and accelerate reform by fostering national and (inter)regional dialogue on good practices, as it has done in the Asian and Arab regions. Efforts to change public policies and attitudes are more effective if supported by reliable data, comparable across borders, on which reform and advocacy programmes can be built. Strengthening the social partners' capacity to engage in policy dialogue is crucial in ensuring the sustainable policy implementation, as seen from experience with constituents in the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC), ASEAN, and the South Asian Association for Regional Cooperation (SAARC).

Expected changes

- 92.** The outcome contributes to the achievement of several SDGs, in particular Goals 8 (target 8.8) and 10 (target 10.7). Work under this outcome is linked to the SDG indicator 10.7.1.
- 93.** Key expected changes are:
- improved national legislation, policies and bilateral or multilateral agreements that are fair, effective and gender-sensitive, aimed at reducing governance gaps related to international labour migration and mobility in the protection of migrant workers' rights and the functioning of labour markets, in line with international labour standards; and
 - strengthened capacity to implement and monitor fair governance frameworks and to deliver inclusive services for the protection of migrant workers' labour rights; the promotion of productive employment and decent work for migrant workers, refugees, and other forcibly displaced persons.

Proposed indicators

- Indicator 9.1: Number of member States that formulate or adopt fair labour migration policies, legislation, bilateral or multilateral agreements improving the protection of migrant workers and others working abroad, and the functioning of labour markets.
- Indicator 9.2: Number of regional and subregional institutions that adopt or strengthen subregional or regional governance frameworks or arrangements on labour migration or mobility.
- Indicator 9.3: Number of member States that establish or reinforce institutional mechanisms to implement and monitor governance frameworks.

Means of action and support for constituents

94. The ILO will focus on:

- country-specific integrated policy advice and technical assistance on matters relating to international labour standards; labour market functioning; integration of migrants and new arrivals; and fair recruitment and protection of working conditions in migrant-intensive sectors (for example, the care economy, construction, fishing and agriculture);
- capacity building and learning activities at the national, subregional, regional and global levels, including through the Turin Centre's Academy on Labour Migration, with a view to strengthening constituents' engagement in social dialogue and the social partners' participation in policy debates;
- support for policy reform and (inter- and intra-)regional dialogue, including by facilitating exchange of good practices and the design and application of internationally agreed statistical guidelines to facilitate the harmonized collection of data on labour migration; and
- expanded partnerships and advocacy to promote ratification and implementation of the relevant ILO Conventions and ensure that ILO approaches are integrated in regional and global responses to movements of migrants and refugees, including in the UN Global Compacts on Migrants and Refugees that are due to be adopted in 2018.

Synergies across outcomes and cross-cutting policy drivers

95. Implementation of the strategy will require collaboration across most outcomes, for example to ensure linkages between labour migration and mobility and employment policies, especially considering skills recognition and labour market integration (Outcome 1); to extend social protection to migrant workers, refugees and new arrivals (Outcome 3); to address discrimination and inequalities affecting migrants, refugees and other forcibly displaced persons (Outcome 8); and to strengthen the capacity of employers' and workers' organizations in the areas of migration policy design, advocacy and member services (Outcome 10).

96. The strategy is guided by the relevant international labour standards, including findings of the supervisory bodies, the General Survey on labour migration instruments in 2016 and the conclusions of the International Labour Conference's general discussion on labour migration in 2017. Strengthening national, subregional and regional social dialogue on labour migration will be a key feature. Linked to the Women at Work Initiative, work on gender equality and non-discrimination will address issues such as global care chains, violence against women migrants, negative health outcomes and exploitation, as well as

discrimination in hiring and in the workplace on grounds of ethnicity, nationality, gender, disability and HIV status. Research will assess climate change aspects of labour migration and policy advice on enhanced resilience and adaptation strategies will be provided.

External partnerships

97. The ILO will strengthen collaboration with regional and subregional institutions and build on partnerships in the Global Migration Group (GMG), including on the application of new UN Development Assistance Framework guidance on migrants and refugees and the Decent Work Task Force co-Chaired with IOM. Partnerships with OHCHR will be strengthened in order to promote a rights-based approach to labour migration, as will those with UNHCR to implement a plan of action under the ILO–UNHCR 2016 Memorandum of Understanding. Cooperation with the World Bank will focus, in particular, on developing indicators for the reduction of labour migration costs. Partnerships with non-governmental organizations (NGOs), academia, the media, and local authorities will be further expanded.

Risk assessment

98. At the national, regional and global levels, member States may adopt security-based rather than evidence- and rights-based migration policies, leading to inequality and discrimination against migrant workers. In many countries, weak enforcement of existing policies may hinder progress. Gathering data and increasing knowledge on evidence-based policies and facilitating bilateral and regional dialogue can help to mitigate this risk.

Outcome 10: Strong and representative employers' and workers' organizations

99. Work under this outcome includes not only capacity building of employers' and workers' organizations, but also strengthening the knowledge base on employer and worker constituents, providing technical advice to the Employers' and Workers' groups in ILO governance organs and technical meetings, and reflecting employers' and workers' perspectives in pursuit of the other policy outcomes. While these additional functions are not reflected in the indicators listed below, they are integral to the successful achievement of Outcome 10 and of the other policy and enabling outcomes.

Employers' organizations and business membership organizations

Outcome statement: Employers' organizations and business membership organizations (BMOs) are independent, more representative and financially sustainable, respond better to the needs of their members and effectively promote policies for a conducive environment for business that enable investment, increase enterprise and job creation and contribute to sustainable development.

The challenge to be addressed

100. The private sector is the main engine of economic growth and job creation around the world, but many countries lack a conducive environment for business, which impedes investment, enterprise creation and job growth. As the voice of the private sector, employers' organizations and BMOs play a critical role in promoting an enabling business environment, but many of them have significant capacity challenges that prevent them from performing this role more effectively. Moreover, the nature of business representation is evolving, with

more organizations increasingly addressing economic and environmental issues in addition to their traditional mandate to represent the private sector on social policy and in social dialogue processes.

Key lessons from previous work

- 101.** Experience shows that only those employers' organizations and BMOs that constantly adapt their structures and services to respond to their members' needs and rapidly changing contexts remain relevant and effective in the long term. Experience also shows that ILO programmes must be based on a comprehensive needs assessment and reflect a specific context. They also require top-level commitment by the relevant organization to implement the agreed plan of action in order to achieve the expected results.

Expected changes

- 102.** The outcome reflects the 2030 Agenda's emphasis on the role of private business activity, investment and innovation as major drivers of productivity improvements, inclusive economic growth and job creation, and that a dynamic and well-functioning private sector is critical for sustainable development. It will contribute to progress towards several SDGs, particularly Goals 5 (target 5.5), 8 (targets 8.1, 8.4, 8.5), 9 (targets 9.1, 9.b and 9.c) and 16 (targets 16.3, 16.5, 16.6 and 16.b). Work under this outcome is linked to SDG indicators 5.5.2 and 8.8.2 under the ILO's custodianship.

- 103.** Key expected changes in employers' organizations and BMOs are:

- increased representation and financial sustainability so that these organizations can be the effective voice for the private sector;
- improved governance and management structures and membership management in response to changing policy environments;
- improved mix of high quality and relevant services that better respond to membership needs;
- strengthened analytical capacity for evidence-based policy advocacy in order to promote a conducive business environment and contribute to national economic and social development; and
- enhanced capacity to provide leadership for the business community on economic, social and environmental issues and to participate effectively in social dialogue.

Proposed indicators

- Indicator 10.1: Number of employers' organizations and BMOs that have successfully optimized their organizational structures, governance or management practices to increase membership and financial sustainability.
- Indicator 10.2: Number of employers' organizations and BMOs that have successfully created, strengthened and delivered services that respond to the needs of existing and potential members.
- Indicator 10.3: Number of employers' organizations and BMOs that have successfully enhanced their capacity to analyse the business environment, provide leadership on policy issues and influence policy development.

Means of action and support for constituents

- 104.** The ILO will focus on providing evidence-based and integrated capacity building, advisory services and training, in collaboration with the Turin Centre, on:
- carrying out a comprehensive organizational scan and needs assessment of employers' organizations in order to identify capacity gaps, agree on priorities, define expected results and monitor and evaluate impacts;
 - developing easy-to-use global resources and tools on emerging economic, social and environmental issues, and a community of practice of leaders of employers' organizations;
 - improving the analysis of members' needs and developing marketing strategies to increase retention and recruitment rates using the membership database management tool produced in collaboration with the Turin Centre;
 - assessing the business environment and promoting policy discussions through the ILO's Enabling Environment for Sustainable Enterprise (ESEE) toolkit and assessing the impact of these interventions;
 - assessing the evolving nature of business representation and its impact on employers' organizations and BMOs;
 - training employers' organizations and BMOs in resource mobilization strategies and results-based management to develop relevant member services; and
 - expanding and efficiently managing ILO engagement with private enterprises and promoting enhanced ILO cooperation with enterprises.

Synergies across outcomes and cross-cutting policy drivers

- 105.** Building on the interrelated nature of the ILO's strategic objectives, interventions under this outcome will promote synergies across all the other outcomes to reflect employers' knowledge and experience in the different policy areas. In particular, the strategy will draw on and support Outcome 4, based on the 2007 International Labour Conference's conclusions on the promotion of sustainable enterprises.
- 106.** Further work will be undertaken to help employers' and BMOs better understand key ILO Conventions and more effectively participate in processes on their application at the national level. This outcome is also a building block of effective social dialogue in that it strengthens the capacity of the representatives of the private sector to engage in bipartite and tripartite dialogues. In line with the Women at Work Initiative, and building on previous work, advocacy with these organizations will continue to make the business case for promoting gender equality and diversity in the workplace, increasing women's participation in governance structures and supporting women entrepreneurship through an adapted business environment. In light of the growing importance of environmental sustainability in public policy, employers' organizations and BMOs will be helped to take a leadership role in balancing the interests of different industrial sectors and promoting change, building on the policy messages of the joint UNEP–ILO–International Organisation of Employers (IOE)–International Trade Union Confederation (ITUC) Green Jobs Initiative.

External partnerships

- 107.** Partnerships with think tanks, academic and training institutions, private sector foundations and other BMOs will support knowledge and capacity-building approaches on, among other things, the future of business representation and strategies for addressing the fundamental changes taking place in business. Business networks, such as networks of practitioners on CSR, business and human rights and supply chains, and on industrial relations, will be used to leverage expertise and knowledge.

Risk assessment

- 108.** Significant changes in a country's economic or political context can have an impact on efforts to promote a conducive environment for business and changes in an organization's leadership can undermine progress made, or reduce commitment to fully implement agreed strategies. Mitigation measures will include ongoing engagement and effective relationship management with employers' organizations and BMOs in order to monitor, identify and correct deviations from agreed strategies as early as possible.

Workers' organizations

Outcome statement: Increased representativeness and organizational capacity of independent workers' organizations to improve respect for workers' rights, particularly freedom of association and collective bargaining.

The challenge to be addressed

- 109.** Workers' organizations play a critical role in upholding workers' rights and building just, inclusive societies, in particular through the exercise of freedom of association and collective bargaining. However, new modes of production have led to increased informalization of employment relationships, non-standard forms of employment and erosion of collective bargaining. These challenges require workers' organizations to offer new ways of organizing and representing workers and to better promote and use international labour standards.

Key lessons from previous work

- 110.** Workers' organizations that are knowledgeable about international labour standards, ILO supervisory mechanisms and the relevant national jurisprudence are more effective in influencing changes that protect and promote workers' rights, reduce inequalities and improve employment and income security by developing organizing strategies, engaging in collective bargaining and influencing labour law reform.
- 111.** Initiatives which bring together workers' organizations at different levels, for example in the context of regional integration processes, can leverage knowledge and experience, shape national action platforms and increase the effectiveness of these organizations in tripartite consultations and policy-making on social priorities.

Expected changes

- 112.** The outcome addresses the ILO's constitutional mandate and the 2016 resolution on Advancing Social Justice through Decent Work, which stresses the need to improve the implementation and ratification of international labour standards and promote policy coherence through social dialogue. The outcome supports the 2030 Agenda including in relation to the promotion of safe and secure working environments and respect for labour

rights, including freedom of association and collective bargaining. The outcome contributes to the achievement of several SDGs, in particular Goals 8 (target 8.5, 8.8) and 16 (target 16.7, 16.10). Work under this outcome is linked to SDG indicators 16.10.1 and 8.8.2 for which the ILO is custodian or involved agency.

113. Key expected changes are:

- strengthened capacity of workers' organizations to:
 - organize new members and develop well-functioning organizations that respond to their members' needs;
 - influence policy agendas on workers' rights and working conditions; and
 - promote and use international labour standards at all levels to uphold workers' rights and promote decent work as a key driver of sustainable development.

Proposed indicators

- Indicator 10.4: Number of national workers' organizations that increase their organizational strength at the national and regional levels.
- Indicator 10.5: Number of policy proposals presented by workers' organizations to influence national, regional and international agendas.
- Indicator 10.6: Number of national workers' organizations that use international labour standards to promote freedom of association, collective bargaining and social justice at the national, regional and international levels.

Means of action and support for constituents

114. The ILO will focus on providing workers' organizations with policy advice, technical support and capacity building through policy forums, public and internal debates, research and training courses that incorporate cooperation with the Turin Centre, information technology (IT) and social media, on:

- involving workers' organizations in the Future of Work Initiative through internal, bipartite and tripartite discussion at the national level and in the regional and global structures of these organizations;
- identifying and developing new ways of organizing and representing workers and to attract, integrate and represent a more diversified workforce in a globalized labour market;
- promoting social dialogue and collective bargaining structures at all levels, including regulatory frameworks, international framework agreements and contractual arrangements based on collective agreements;
- identifying and addressing gaps in the ratification of Conventions and monitoring the application of ratified Conventions; and
- enhancing collaborative action and policy influence through sectoral, national, subregional, regional and international trade union platforms and networks with a focus on five priority areas: employment, income security and skills; labour migration; global supply chains and export processing zones (EPZs); psychosocial risks at work; and a just transition towards environmentally sustainable economies and societies for all.

Synergies across outcomes and cross-cutting policy drivers

- 115.** ILO interventions will promote synergies across all outcomes with an emphasis on ratification and application of the standards on freedom of association and collective bargaining (Outcome 2) and on establishing and strengthening social dialogue structures at the bipartite and tripartite levels in order to drive policy agendas in relation to compliance in global supply chains, migration and unacceptable forms of work (Outcomes 7, 8 and 9).
- 116.** Building on the Women at Work Initiative and the stocktaking of the status and conditions of women in the world of work in 2017, organizational and representational activities will address the status and participation of women leaders in workers' organizations. Further work on the theme of discrimination at work on the grounds of sexual orientation and gender identity will be undertaken. Environmental sustainability will be an important element of workers' engagement in discussions on the future of work, particularly with regard to a just transition towards environmentally sustainable economies.

External partnerships

- 117.** Greater coherence across the multilateral system will be promoted by ensuring respect for international labour standards, stronger governance and greater participation of workers' organizations in inter-agency initiatives, particularly in relation to the 2030 Agenda. Cooperation with regional integration institutions will continue to be strengthened in order to better reflect workers' concerns and expand participation in regional integration processes. Research partnerships with academic institutions and specialized networks will be pursued and collaboration with civil society organizations that share the values of the trade union movement will be explored.

Risk assessment

- 118.** Factors such as growing structural transformations in the economy, trade union fragmentation, the individualization of employment relations, employers' attitudes towards trade union representation, and management practices during negotiations can undermine organizations' efforts to attract, retain, and provide services to members. Changes in governments' political agendas may disrupt social dialogue and the ways in which workers' organizations influence policy-making. Mitigation strategies will include a stronger focus on national trade union platforms and continued collaboration backed by agreed tripartite decisions and regulations as reflected in the DWCPs, Conference resolutions and international labour standards.

III. Cross-cutting policy drivers

- 119.** The four cross-cutting policy drivers – international labour standards, social dialogue, gender equality and non-discrimination, and environmental sustainability – are relevant to the ten policy outcomes. The first three are fundamental to the ILO's constitutional objectives and the fourth is proposed because the need to address environmental sustainability in the world of work will probably be the single factor that most distinguishes the Organization's work under the social justice mandate in its second century compared to its first.

International labour standards

- 120.** The cross-cutting nature of international labour standards is solidly established in the ILO's constitutional texts; the standards are both an outcome in their own right and a means of achieving the other policy outcomes. While standards alone do not suffice to improve conditions in practice, their ratification and effective implementation, backed by the only UN system-wide supervisory system, provide the legal framework that is the first step in promoting decent work.
- 121.** At the global level, the Standards Initiative and Standards Review Mechanism guide efforts to enhance the ILO's normative function through a body of standards that meets the contemporary needs of the world of work and a supervisory system that is authoritative and supported by constituents. Analyses of the need for standards relevant to the policy outcomes and their application will feed into the work of the Standard Review Mechanism Tripartite Working Group.
- 122.** At the country level, work across all outcomes will focus on promoting the ratification of Conventions and improving the application of Conventions and Recommendations by furthering the incorporation of international labour standards into DWCPs, both as a priority objective and as integral elements of all other priorities. Partnerships with other UN agencies and relevant non-State actors will be strengthened in order to leverage support for the inclusion of international labour standards in national sustainable development strategies and related UN planning frameworks.

Social dialogue

- 123.** The 2016 resolution on Advancing Social Justice through Decent Work reaffirms that social dialogue and tripartism are essential to the achievement of the ILO's four strategic objectives at the national, regional and global levels.
- 124.** Achieving decent work and social justice for all and meeting the transformative goals and commitments of the 2030 Agenda in a sustainable manner requires the active engagement of employers' and workers' representatives with governments in economic and social policy-making. The involvement of government entities other than labour ministries, such as ministries of finance and planning, is necessary to enhance policy coherence. Social dialogue can convey the needs, priorities and solutions of real economy actors and facilitate the adaptation of economies and societies to rapid and massive transformation in the world of work. Freedom of association and effective recognition of the right to collective bargaining are the foundation for effective social dialogue, yet their exercise remains a challenge in many countries.
- 125.** ILO support for social dialogue under the policy outcomes will focus on: (i) supporting freedom of association and collective bargaining as both rights and enabling conditions, including through ratification and application of relevant international labour standards that anchor social dialogue and tripartism in labour market governance; (ii) strengthening labour administrations' and social partners' capacity to design, establish and/or maintain and use effective social dialogue and collective bargaining mechanisms; (iii) strengthening the capacity of social dialogue and collective bargaining institutions to pursue decent work policies through national sustainable development strategies; and (iv) facilitate the effective participation of employers' and workers' organizations in ILO programmes.
- 126.** In order to deliver quality evidence-based policy advice to constituents, the ILO will expand its research programme and scale up data collection and analysis on key issues and trends in social dialogue, industrial relations and collective bargaining, including at the cross-border level.

Gender equality and non-discrimination

- 127.** As reaffirmed in the 2016 resolution on Advancing Social Justice through Decent Work, gender equality and non-discrimination is a cross-cutting component of the ILO's strategic objectives. It is also key to ensuring that no one is left behind in the implementation of the 2030 Agenda, as reflected in Goals 5, 8, 10 and 16 of the SDGs. The ILO's fundamental Conventions and other instruments on equality and non-discrimination and its action plans and strategies on gender equality, disability inclusion, fundamental principles and rights at work, HIV/AIDS and indigenous and tribal peoples, guide its work in this area.
- 128.** Work during the biennium will leverage partnerships with UN entities and multilateral agencies and institutions and focus on strengthening constituents' capacity to foster the economic and political empowerment and inclusion of groups that are made particularly vulnerable to discrimination by the impact of changing and increasingly polarized labour markets on the quantity and quality of jobs. Interventions will promote equality of opportunity and address the social, policy, legal and institutional obstacles faced by workers in the informal economy, including indigenous and tribal peoples, workers from different racial or ethnic backgrounds and those with disabilities or living with HIV/AIDS.
- 129.** Work on gender equality and non-discrimination will also be channelled through the Women at Work Initiative, which will include a set of outputs that cut across policy outcomes and seek to increase women's access to quality work, understand how the work done by women and men is valued and the resulting differences in pay, balance caregiving with employment and income generation and prevent and combat violence at work. These issues will also link to the Future of Work Initiative and will identify and counter deeply embedded discriminatory practices, structural inequality and discrimination. A comprehensive report exploring the implications of structural changes in the world of work will inform the ILO's future agenda for gender equality.

Environmental sustainability

- 130.** The cross-cutting policy driver on environmental sustainability makes an important contribution to implementation of the 2030 Agenda and the concern expressed in the 2016 resolution on Advancing Social Justice through Decent Work with respect to the rapidity of environmental changes and their impact on the world of work.
- 131.** Environmental sustainability is a precondition for sustainable development and decent jobs. Progress towards the SDGs with decent work for all will require societies to move towards sustainable consumption and production patterns and safeguard the natural environment.
- 132.** The Green Initiative will build environmental sustainability into all aspects of the ILO's work and drive the strategic direction of that work during the biennium. It responds directly to the important implications of economic growth in the context of demographic change, particularly population growth and urbanization.
- 133.** The ILO will focus on scaling up research and analysis to inform evidence-based policy advice so that constituents can develop coherent and effective employment and social policies in preparation for the expected entry into force of the Paris Agreement on Climate Change in 2020; and leveraging and strengthening partnerships with UN agencies and other institutions in order to improve policy coherence on climate change mitigation and adaptation and access to financing, including through the Green Climate Fund (GCF), in the context of decent work.

IV. Enabling outcomes

Outcome A: Effective knowledge management for the promotion of decent work

Outcome statement: The ILO is an authoritative source of knowledge on world of work issues, including research and statistics that constituents and partners apply in order to promote decent work as a key element of sustainable development.

The issue to be addressed

- 134.** Work under this outcome underpins the delivery of knowledge products, policy advice and programmes under the ten policy outcomes so that constituents can engage in evidence-based policy-making and dialogue pursuant to the Social Justice Declaration, the SDGs and the Future of Work Initiative. Furthermore, it will support member States to develop stronger labour statistics and analytical capacities and constituents' participation in national sustainable development planning and reporting processes. Areas for progress include: (1) developing policy-oriented research; (2) increasing the capacity of member States to produce, use and disseminate labour statistics, including by developing labour market information systems and analyses; and (3) engaging in targeted advocacy, communication and constituents' capacity development.

Key lessons from previous work

- 135.** While reform of the Office's knowledge function in recent years has enhanced the consistency, coherence and quality of its evidence-based research and policy analysis on what works, the ILO needs to further promote a culture of cooperation and knowledge sharing and a virtuous circle between its global knowledge products and constituents' capacity to generate data and cross-cutting analyses that will inform decent work policies at the national and regional levels.
- 136.** ILO advocacy for decent work is more effective and sustainable when it combines robust knowledge on policies that work and strategic engagement with key partners at the national, regional and global levels, including across the UN and the multilateral system. Institutional partnerships, collaborative mechanisms and knowledge exchanges with constituents, other international organizations and external stakeholders have helped to improve the understanding of decent work while strengthening the analytical basis of the ILO research agenda. These efforts must be pursued to ensure that the ILO's evidence-based policy recommendations on what works reach national opinion leaders and policy-makers in relevant ministries and translate into coherent, coordinated sustainable development policies at the country level.
- 137.** Significant progress has been made by member States in measuring decent work. However, important gaps in some dimensions of decent work and in regions still remain. Results from latest refinements to methodologies tested by the Office show that it would be possible to fill these gaps more accurately than before. This becomes even more relevant in the wake of reporting progress on the SDGs.

Expected changes

- 138.** Key expected changes are:

- enhanced ILO capacity to produce, use, compile, disseminate and broker knowledge on the world of work and its challenges, including in the context of decent work indicators;
- enhanced member States' capacity to develop labour market information systems and to improve research capacity covering the four dimensions of decent work, as well as gender equality and non-discrimination, in order to measure progress towards decent work and report on the SDG indicator framework using current international statistical standards; and
- effective policy and operational partnerships with the UN system, regional institutions, multilateral forums, donors and the private sector on decent work policies in order to increase the impact of the Decent Work Agenda.

Proposed indicators

- Indicator A1: Timely production of the ILO's knowledge products with high quality standards.
- Indicator A2: Member States strengthen labour market statistics and information systems using international statistical standards and report on SDG Global Indicator Framework.
- Indicator A3: ILO constituents, multilateral and regional organizations and development partners advocate for the inclusion of decent work in national sustainable development plans and programmes.

Means of action

139. The ILO will focus on:

- producing and disseminating timely policy evaluations and research that provide advice at the national, regional and global levels, including on good practices and key areas of the 2030 Agenda and the Future of Work Initiative, in order to help constituents pursue the aims of the Social Justice Declaration;
- deepening ILO's evidence-based involvement with universities and think tanks in order to expand global expertise on ways of achieving decent work and addressing the challenges of the future of work;
- communicating evidence-based, influential messages on world of work issues, challenges and changes, and targeting audiences using appropriate channels and platforms;
- providing policy advice, evaluation and technical assistance to strengthen member States' capacity to produce statistics on decent work and labour market information systems to develop evidenced-based decent work policies and collect data in order to report on progress towards decent work and the related goals of the 2030 Agenda at the national, regional and global levels, thus contributing to target 17.18 of the 2030 Agenda on availability of data;
- using its knowledge products strategically in order to strengthen its advocacy at global and regional forums in pursuit of Goal 8 and other decent work-related Goals of the 2030 Agenda, as well as the objectives of the Future of Work Initiative; and
- delivering effective capacity development and training in collaboration with the Turin Centre to disseminate ILO knowledge products to constituents and enhance their advocacy skills with a view to their participation in national sustainable development strategies and related UN planning frameworks.

External partnerships

140. The ILO will continue to deepen its advocacy work across the UN and in forums such as the G20 and BRICS and to pursue strategic partnerships with other international institutions, including the World Bank, the International Monetary Fund (IMF), the OECD and regional economic and financial institutions. The ILO will strengthen its collaboration with the UN Statistical Commission of the ECOSOC, Committee for the Coordination of Statistical Activities (CCSA), Global Partnership for Sustainable Development Data and National Statistical Offices to promote and support production of Decent Work data worldwide.

Outcome B. Effective and efficient governance of the Organization

Outcome statement: The ILO functions effectively and efficiently in accordance with its Constitution, rules and regulations and with the decisions of its governing organs.

The issue to be addressed

141. This outcome aims to ensure the optimal functioning of the ILO's governing organs and governance functions, effective monitoring and oversight of the Office's resources, accountability for its programme and budget and improved delivery of services to constituents.

Key lessons from previous work

142. Reform of the Governing Body and the International Labour Conference and the latter's evaluation of the impact of the Social Justice Declaration in 2016 have yielded important benefits, such as the timely delivery of concise, high-quality documents and effective meeting preparation and management, that are essential to cost efficiency. There has been encouraging progress in the prompt implementation of recommendations made by the oversight bodies although additional efforts are needed to improve follow-up, and further embed an evaluation culture into organizational learning.

Expected changes

143. Wide and active engagement of constituents in the Organization's decision-making and priority setting processes is critical for achieving this outcome.
144. Key expected changes are:
- improved functioning of the main governance organs through consolidation of the reform process and enhanced efficiency of the Office's support functions;
 - continued enhancement of oversight in order to help senior managers to identify areas for improvement and resource allocation;
 - increased maturity of the ILO's risk management culture and improved application of its risk management framework; and
 - wider use of evaluation across the Office and greater focus on the use of evaluation findings to inform decision-making by ILO governance organs and management of programme implementation.

Proposed indicators

- Indicator B.1: Effectiveness of governance and policy setting functions of the ILO organs.
- Indicator B.2: Efficiency of the planning, preparation and management of sessions of the International Labour Conference and Governing Body and of Regional Meetings.
- Indicator B.3: Quality legal services for efficient institutional functioning.
- Indicator B.4 : Quality of the fulfilment of oversight, accountability and risk management functions.
- Indicator B.5: Adequacy of use of findings and recommendations from independent evaluations in decision making by ILO management and Governing Body.

Means of action

Governance organs

- 145.** The Office will continue to support implementation of the Governance Initiative with a focus on the role and functioning of the Regional Meetings, implementation of the 2016 resolution on Advancing Social Justice through Decent Work and enhancing efficiencies. It will continue to support tripartite engagement in setting agendas for ILO official meetings; to implement its document production policy in order to provide high-quality, concise documents in a timely manner; and to reinforce the paper-smart model.
- 146.** The Office will also continue to provide high-quality, timely legal and financial services in order to ensure that decision-making and business operations are consistent with the Constitution and applicable rules and regulations. The focus will be on streamlining the rules of procedure of the governance organs and meetings, strengthening the internal rules on transparency and accountability and promoting ratification of the UN Convention on the Privileges and Immunities of the Specialized Agencies.

Oversight

- 147.** The Office will continue to implement the recommendations from oversight bodies, promptly and in light of available resources. Having fully implemented the International Public Sector Accounting Standards (IPSAS) in previous years, it will focus on monitoring developments and adapting to new and modified standards as and when they are promulgated. The Director-General will continue to monitor and adapt internal procedures in order to optimize efficiency and ensure full accountability for resources.
- 148.** The Office will continue to manage risks based on the Organization's 2018–19 strategic risk register and will develop an IT-based risk management database which will help managers to maintain their unit-level risk registers.

Evaluation

- 149.** The results of the 2016 independent external evaluation of the ILO's evaluation function will inform the Office's evaluation strategy 2018–21 and the Evaluation Advisory Committee will continue to disseminate evaluation findings. Technical departments will be given better guidance in the use of evaluation findings and impact evaluations to identify effective policy solutions and document the ILO's contribution to implementation of the 2030 Agenda.

External partnerships

150. The Office will further strengthen its relations with UN institutional bodies and other relevant entities, including the UN High-level Political Forum on Sustainable Development, the UN System Chief Executives Board, the Joint Inspection Unit (JIU), the International Civil Service Commission (ICSC) and the United Nations Evaluation Group.

Outcome C: Efficient support services and effective use of ILO resources

Outcome statement: The Office is supported by efficient administrative processes and makes effective and efficient use of all resources entrusted to the Organization.

The issue to be addressed

151. Constituents' demand for quality services is growing steadily as the world-of-work challenges become more complex and external scrutiny of accountability for results and value for money increases. Addressing these issues in an effective, efficient and responsive manner requires continued improvement in core business processes and support services, including security measures, at headquarters and in the regions.

Key lessons from previous work

152. Management reforms, in particular the business process review, show that in order for improvements to have the greatest impact, they must be supported by a healthy organizational culture and strong management practices and that the involvement of senior management and ongoing internal communication are essential. Improvements must be introduced in an inclusive and consultative manner in order to achieve commitment of staff and lasting improvements. Strategic investment in IT solutions will lead to further efficiency gains.

Expected changes

153. Key expected changes are:
- better value for money from continuous improvement of support services through more efficient managerial and administrative systems and practices and teamwork across the Office;
 - strengthened programming frameworks and resource allocation mechanisms based on improved, Office-wide application of results-based management;
 - consolidated and more diversified development partnerships;
 - enhanced performance management, staff development and leadership;
 - enhanced environmental sustainability, including the “greening” of the Office; and
 - enhanced safety and security for ILO staff and assets.

Proposed indicators

- Indicator C1: Efficiency and effectiveness of ILO support services leading to reallocation of resources.
- Indicator C2: Effectiveness of programming at the country level.
- Indicator C3: Adequate level and flexibility of extra-budgetary voluntary contributions secured from a diverse range of development partners.
- Indicator C4: Effective staff performance and leadership development.
- Indicator C5: Effective facilities management.

Means of action

Business improvements

- 154.** At headquarters and in field offices, work will continue on improving efficiency, service levels and the speed of decision-making with effective risk management. A team of ILO change management experts will guide managers and staff through the business process review, continuous improvement and follow-up. Where appropriate, relevant IT systems will be enhanced in order to support the new business processes, collaboration, reporting and effective and timely decision-making.
- 155.** The results of these efforts will enable the Office to deliver higher quality, more effective support services and to redeploy resources from administrative tasks to policy, technical and analytical work, for the direct benefit of constituents.

Strategic programming and results-based management

- 156.** The Office will continue to apply results-based management to its programming procedures and instruments. This work will focus on strengthening the delivery of an integrated resource framework through improved strategic budgeting and outcome-based work plans and quality assurance for the design and implementation of DWCPs, with a view to an enhanced Office-wide framework for monitoring and reporting on performance.
- 157.** The Office will also pursue efforts to increase the resourcing of DWCPs and align them with the new generation of UN planning frameworks at the country level, national sustainable development strategies and the SDGs. It will enhance outreach to development partners and other stakeholders in an effort to leverage the ILO agenda and expand voluntary funding.

Resource mobilization and development cooperation

- 158.** The ILO will seek to increase the level of voluntary contributions in support of its agenda, focusing on multi-year partnerships with key development partners and on diversification in order to engage emerging partners and the private sector. Partnerships at the global level will be expanded and the earmarking of funds reduced. Resource mobilization will be pursued at the country and regional levels and through UN funding mechanisms in close collaboration with the UN Resident Coordinators.

Human resources

- 159.** Building on the results of previous human resources reforms, the Office will continue to diversify and expand its portfolio of professional development opportunities and better tailor learning initiatives. Training in operations management and enhanced staff engagement will lay the foundation for continuous, sustainable process improvement, more effective

performance management and greater understanding of internal governance and accountability standards.

- 160.** The Office will develop an operating model for human resource business services that ensures effectiveness, agility and accountability. Targeted investment will strengthen workforce planning and attract talented individuals to key positions; new initiatives will improve recruitment, including for development cooperation programmes and enhance career development; and advocacy and outreach will enhance functional and geographical – including inter-agency – mobility.

Office facilities

- 161.** Renovation of the headquarters building will reduce the Office's energy consumption and improve maintenance and waste management.
- 162.** Drawing on the results achieved in 2016–17, building maintenance plans for all ILO-owned premises will be updated through cost-effective, feasible measures that will reduce the Office's environmental impact. Effective waste management practices piloted in selected offices in 2016–17 will be expanded to include all ILO-owned premises. The Office will continue to monitor compliance with the Minimum Operating Security Standards and to introduce upgrades as required.

External partnerships

- 163.** The ILO will continue to cooperate with other UN system agencies in areas where common services can improve the efficiency, transparency and responsiveness of delivery. At the country level, this will include contributing to funding the Offices of the UN Resident Coordinators, common security services and facilities, and joint procurement. Headquarters-level initiatives will include common health and conference services, joint procurement, leveraging IT investment and sharing expertise.

Appendix

Summary of contributions and links to SDG targets and indicators by policy outcome

Policy outcome	Relevant SDG targets	SDG Indicators (ILO is custodian or involved) ¹
1. More and better jobs for inclusive growth and improved youth employment prospects	<p>1.b. Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.</p> <p>4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.</p> <p>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.</p> <p>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.</p> <p>8.1. Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training.</p> <p>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.</p> <p>8.b. By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.</p> <p>10.1. By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.</p> <p>10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.</p>	1.1.1, 8.2.1, 8.3.1, 8.5.1, 8.5.2, 8.6.1, 8.b.1.

¹ As per the *Provisional Proposed Tiers for Global SDG indicators* available at: <http://unstats.un.org/sdgs/files/meetings/iaeg-sdgs-meeting-03/Provisional-Proposed-Tiers-for-SDG-Indicators-24-03-16.pdf>.

Policy outcome	Relevant SDG targets	SDG Indicators (ILO is custodian or involved)
2. Ratification and implementation of international labour standards	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. 8.8. 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. 16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all.	8.8.2.
3. Creating and extending social protection floors	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. 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. 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. 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.b. By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization. 10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	1.3.1, 1.a.2, 8.b.1, 10.4.1.
4. Promoting sustainable enterprises	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. 8.4. 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. 8.10. Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all. 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.	8.3.1.

Policy outcome	Relevant SDG targets	SDG Indicators (ILO is custodian or involved)
5. Decent work in the rural economy	1.2. By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions. 2.3. By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment. 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.	1.1.1.
6. Formalization of the informal economy	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. 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. 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.	8.3.1.
7. Promoting safe work and workplace compliance in global supply chains	3.9. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination. 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. 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. 16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all. 16.6. Develop effective, accountable and transparent institutions at all levels.	8.8.1.
8. Protecting workers from unacceptable forms of work	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. 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. 8.7. 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. 8.8. 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. 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.	5.5.2, 8.7.1, 8.8.2.

Policy outcome	Relevant SDG targets	SDG Indicators (ILO is custodian or involved)
9. Fair and effective international labour migration and mobility	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. 10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.	8.8.1, 8.8.2, 10.7.1.
10. Strong and representative employers' and workers' organizations Employers' organizations and BMOs	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. 8.1. Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries. 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. 8.3. 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. 8.4. 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. 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. 8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training. 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. 8.8. 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. 9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. 9.2. Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries. 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. 9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	5.5.2, 8.8.2, 16.10.1.

Policy outcome	Relevant SDG targets	SDG Indicators (ILO is custodian or involved)
Workers' organizations	9.b. Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.	
	9.c. Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.	
	16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all.	
	16.5. Substantially reduce corruption and bribery in all their forms.	
	16.6. Develop effective, accountable and transparent institutions at all levels.	
	16.b. Promote and enforce non-discriminatory laws and policies for sustainable development.	
	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.	
	8.8. 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 .	
	16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels.	
	16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	

