

## Governing Body

337th Session, Geneva, 24 October–7 November 2019

GB.337/PFA/1/1

**Programme, Financial and Administrative Section**  
*Programme, Financial and Administrative Segment*

**PFA****Date:** 16 September 2019**Original:** English

### FIRST ITEM ON THE AGENDA

## Programme and Budget for 2020–21

### Programme of work and results framework

#### *Contents*

	<i>Page</i>
<b>Preface</b> .....	iii
<b>Executive overview</b> .....	v
<b>Policy outcomes</b> .....	1
Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue.....	1
Outcome 2: International labour standards and authoritative and effective supervision.....	7
Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all .....	11
Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work .....	18
Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market.....	24
Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work .....	29
Outcome 7: Adequate and effective protection at work for all.....	35
Outcome 8: Comprehensive and sustainable social protection for all .....	44
<b>An overview of regional contexts</b> .....	<b>51</b>
<b>Research, statistics and capacity development</b> .....	<b>55</b>

<b>Enabling outcomes .....</b>	<b>59</b>
Outcome A: Authoritative knowledge and high-impact partnerships for promoting decent work .....	59
Outcome B: Effective and efficient governance of the Organization.....	63
Outcome C: Efficient support services and effective use of ILO resources .....	64
<b>Draft decision .....</b>	<b>68</b>
 <i>Appendices</i>	
I.    Results framework for 2020–21 .....	69
II.   Summary of relationships between the SDG targets and the outcomes of the programme of work for 2020–21 .....	83
 <b>Information annexes</b>	
1.    Operational budget.....	87
2.    Summary of regular budget technical cooperation resources.....	90

## Preface

---

The programme proposals for 2020–21 that I now have the honour to present come as the last step in the exceptional process agreed by the Governing Body in this, the ILO's Centenary year. The idea has been to provide the maximum opportunity for the ILO's constituents to set the direction of the ILO's activities in the years ahead on the basis of the outcome of the Centenary Initiative on the Future of Work, which culminated with the adoption of a Declaration by the International Labour Conference in June.

There is a widely held view among constituents that the ILO's Centenary has given the Organization high visibility, strong political support and increased momentum, which leave it well equipped to confront the opportunities and challenges of transformational change at work. But it remains for the Organization to capitalize on these favourable circumstances, and the adoption and implementation of a programme of work that addresses the key issues thrown up by our intensive debate on the future of work is the first, crucial step.

This is why the proposals before the Governing Body take the Centenary Declaration for the Future of Work as their essential point of reference. These proposals provide a focused approach to addressing the processes of change that are shaping the future of work so that they move decisively in the direction of social justice and generate opportunities for decent work for all.

There is much that is new in these proposals, as compared with the programmes of past biennia, but there are elements of continuity, too. The roles of tripartism and of international labour standards remain central to all areas of activity; there has been no let-up in the search for efficiency, quality and accountability; and the commitment to the delivery of the 2030 Agenda for Sustainable Development in the reformed UN system remains as strong as ever. It is also true that what is proposed for the next two years can only be the first steps of longer-term action by the ILO to respond to the ambitions of the Centenary Declaration.

At the same time, the Office will be preparing proposals aimed at promoting greater coherence within the multilateral system, as called for in the resolution on the Centenary Declaration. Other issues highlighted in that resolution, namely, proposals for including safe and healthy working conditions in the ILO's framework of fundamental principles and rights at work, and the democratization of the functioning and composition of the governing bodies of the ILO, are being dealt with at the current session and at the 338th Session of the Governing Body respectively.

It has been enormously encouraging over the past months for the ILO to have received such strong recognition of the importance and relevance of its mandate and activities. We have been told to hold fast to our historic mandate for social justice and to apply it creatively and effectively to the key issues of the moment. The proposals that are presented are designed to do just that, and I commend them to the Governing Body for adoption.

Guy Ryder  
Director-General

# Executive overview

---

## Introduction

1. The ILO's Programme of Work for 2020–21 is anchored in the ILO Centenary Declaration for the Future of Work (Centenary Declaration), adopted by the International Labour Conference at its 108th Session (June 2019). It will be implemented at a time of transformative change in the world of work, driven in particular by technological innovations, demographic shifts, environmental and climate change, and globalization. The programme responds to the Centenary Declaration's call to act with urgency to seize the opportunities and address the challenges to shape a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all.
2. The Centenary Declaration reaffirms the imperative of social justice that gave birth to the ILO and the conviction that it lies within the reach of the governments, employers and workers of the world acting together to shape a future of work that realizes its founding vision.
3. The Centenary Declaration sets the long-term direction for the ILO as it commences its second century and, in line with the resolution on the Centenary Declaration that was adopted by the Conference at the same time, this programme for the biennium 2020–21 identifies the priority areas for immediate ILO action.
4. The Governing Body, at its 333rd Session (June 2018), <sup>1</sup> approved a modified process whereby the Director-General's Programme and Budget proposals for 2020–21 could be guided by the Centenary Declaration. This modified process included the examination by the Governing Body of a preliminary overview of the proposals at its 334th Session (October–November 2018), <sup>2</sup> followed by the endorsement of the programme level of expenditure and consideration of the methodology to improve the results framework at its 335th Session (March 2019), <sup>3</sup> pending the submission of the final results framework at the present session, reflecting the relevant outcomes of the 108th Session (June 2019) of the International Labour Conference. In June 2019, the Conference adopted the budget of expenditure and the budget of income for the Organization.
5. The Programme of Work for 2020–21 promotes the human-centred approach to the future of work set out in the Centenary Declaration, which brings together the economic, social and environmental dimensions of policies for the world of work. With enhanced focus, clear prioritization and greater coherence of action, the programme will enable accelerated progress towards achieving the four strategic objectives of the Decent Work Agenda (employment; social protection; social dialogue and tripartism; and standards and fundamental principles and rights at work) and advancing the 2030 Agenda for Sustainable Development (2030 Agenda).

<sup>1</sup> [GB.333/PV](#), para. 112.

<sup>2</sup> [GB.334/PV](#), paras 773–809.

<sup>3</sup> [GB.335/PV](#), para. 884.

6. The programme is guided by the call of the Centenary Declaration to all Members to further develop, with ILO support, the human-centred approach to the future of work by:
  - (a) strengthening the capacities of all people to benefit from the opportunities of a changing world of work;
  - (b) strengthening the institutions of work to ensure adequate protection of all workers; and
  - (c) promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
7. This call for action will shape ILO support for the efforts to achieve a just transition to a future of work that contributes to sustainable development, harnessing the potential of technological progress and productivity growth to achieve decent work for all.
8. The programme emphasizes that the ILO will continue to deliver services to governments, employers and workers (including through its sectoral programme and development cooperation), consistent with its mandate and based on a thorough understanding of, and attention to, their diverse circumstances, needs, priorities and levels of development.
9. The programme is fully aligned with the ILO's Strategic Plan for 2018–21. Accordingly, the criteria of relevance, impact on people's lives and influence in shaping national and international agendas are at its fore, together with transparency and accountability.

### **A focused programme for a human-centred approach to the future of work**

10. The programme introduces a highly focused and prioritized results framework centred on eight policy outcomes and three enabling outcomes. These outcomes incorporate the cross-cutting policy drivers and Centenary Initiatives reflected separately in previous programmes and budgets. Together with a more rigorous measurement system, they define the results the Organization must seek to achieve in the biennium.
11. The eight proposed policy outcomes derive directly from the Centenary Declaration and focus on the essential elements of a human-centred approach to the future of work, namely:
  - (1) strong tripartite constituents and influential and inclusive social dialogue;
  - (2) international labour standards and authoritative and effective supervision;
  - (3) economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all;
  - (4) sustainable enterprises as generators of employment and promoters of innovation and decent work;
  - (5) skills and lifelong learning to facilitate access to and transitions in the labour market;
  - (6) gender equality and equal opportunities and treatment for all in the world of work;
  - (7) adequate and effective protection at work for all; and
  - (8) comprehensive and sustainable social protection for all.

12. Strengthening the institutional capacities of the ILO's tripartite constituents is at the core of the programme of work, in accordance with the Governing Body's decisions of October–November 2018<sup>4</sup> and March 2019.<sup>5</sup> Accordingly, a consolidated policy outcome, with specific outputs focusing on the development of the institutional capacity of employers' and workers' organizations, is included. Strong, representative and independent social partners, effective and adequately resourced labour administrations and robust, influential and inclusive mechanisms of social dialogue are the bedrock of labour market governance, and are essential for achieving each of the seven other outcomes. In addition, each policy outcome includes specific measures to strengthen the technical capacity of the constituents to engage in all relevant processes, policy development activities and programmes, within and across countries.
13. Gender equality and non-discrimination, international labour standards, social dialogue and a just transition towards environmental sustainability, which were established as cross-cutting policy drivers in the ILO's Strategic Plan for 2018–21, are now fully embedded in the policy outcomes of the Programme of Work for 2020–21. They are reflected in the outcome strategies and outputs to be delivered in the biennium, with accompanying indicators to track progress more effectively.
14. The optimal functioning of the ILO, necessary for the delivery of the policy outcomes, continues to be supported through three enabling outcomes. Outcome A (Authoritative knowledge and high-impact partnerships for promoting decent work) sets a stronger role for the ILO as a creator, compiler, broker and disseminator of knowledge, research findings, statistics and information on decent work and as a more influential partner within the multilateral system. Outcomes B (Effective and efficient governance of the Organization) and C (Efficient support services and effective use of ILO resources) reinforce the ILO's commitment to innovation, the continued strengthening of its governance system and the most effective and efficient use of all the resources available to it. They also address the democratization of the functioning and composition of the ILO governing bodies, as called for in the resolution on the ILO Centenary Declaration, and the ILO's ongoing role in and contribution to the United Nations (UN) reform process.
15. In addition, the programme ensures the integration of the Centenary Initiatives, which were launched in 2013, into the relevant programme outcomes. The essential role of the ILO standards system is prioritized in policy outcome 2; a just transition to the green economy is reflected in all policy outcomes, and is a particular focus of policy outcomes 3 and 4; the role of enterprises is addressed in depth in policy outcome 4; a transformative agenda for gender equality is the focus of policy outcome 6; and continuing improvements in the ILO's governance functions are addressed under enabling outcome B.
16. The programme content also embeds the management and policy strategies and action plans that have been endorsed by the Governing Body and which remain valid for the biennium 2020–21. Table 1 provides an overview of the relationship between these strategies and the programme outcomes.

<sup>4</sup> GB.334/PV, para. 809.

<sup>5</sup> GB.335/PV, para. 381.

**Table 1. Integration of ILO strategies and action plans in the Programme of Work for 2020–21**

Date	Title	Integration in the Programme of Work for 2020–21
November 2015	Follow-up to the resolution concerning efforts to facilitate the transition from the informal to the formal economy	Policy outcomes 3, 4 and 7
November 2016	Follow-up to the resolution concerning decent work in global supply chains: Revised ILO programme of action 2017–21	Policy outcomes 3, 4 and 7; enabling outcome A
March 2017	Programme of work to give effect to the resolution on Advancing Social Justice through Decent Work (2017–23)	All policy and enabling outcomes
November 2017	Follow-up to the resolution concerning employment and decent work for peace and resilience	Policy outcome 3
	Follow-up to the resolution concerning the second recurrent discussion on fundamental principles and rights at work	Policy outcome 7
	Follow-up to the resolution concerning fair and effective labour migration governance	Policy outcomes 5 and 7
	Partnership and Policy Coherence Strategy	Enabling outcomes A and C
	Knowledge Strategy 2018–21	Enabling outcome A
	Information Technology Strategy (2018–21)	Enabling outcome C
	Human Resources Strategy (2018–21): Agility, engagement and efficiency	Enabling outcome C
March 2018	ILO Action Plan for Gender Equality 2018–21	Policy outcome 6
	ILO results-based evaluation strategy (2018–21)	Enabling outcome B
October 2018	Follow-up to the Strategy for indigenous peoples' rights for inclusive and sustainable development	Policy outcome 6
	Follow-up discussion on the voluntary peer-review mechanisms of national employment policies	Policy outcome 3
March 2019	ILO-wide strategy for institutional capacity development	All policy outcomes; enabling outcome A
	Revised plan of action on social dialogue and tripartism for the period 2019–23 to give effect to the conclusions adopted by the International Labour Conference in June 2018	Policy outcomes 1, 3, 4 and 7
	Revisiting the plan of action on labour migration governance in consideration of the Global Compact for Safe, Orderly and Regular Migration	Policy outcome 7
	Update on the United Nations reform. Office plan of action 2019–20 to maximize the opportunities of UN development system reform for the ILO and tripartite constituents	Enabling outcomes A and C
	Report of the 20th International Conference of Labour Statisticians	Policy outcome 2 and enabling outcome A

## Improvements in the results framework for 2020–21

17. The programme further strengthens the ILO's results-based management system through the adoption of the methodology presented to the Governing Body in March 2019. This strengthened results framework highlights the contribution that the ILO will make to a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all, which is fundamental for sustainable development that puts an end to poverty and leaves no one behind.
18. This framework is based on two major innovations, as described in the following paragraphs, which bring it into closer alignment with the results frameworks of most other UN entities.

## A theory of change for social justice through decent work

19. The Centenary Declaration sets the long-term direction for the ILO in its pursuit of social justice through decent work. Achieving sustainable development requires a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all. This is the long-term impact being pursued by the ILO and frames its contribution to the 2030 Agenda. ILO actions are directed at the four strategic objectives of the Decent Work Agenda, and at the medium-term goals established in the ILO's Strategic Plan for 2018–21. In the short term, priorities for ILO action are expressed through the biennial programme and budget.
20. The framework links these components in a chain of action for the ILO and its constituents, from:
  - clear outputs designed to deliver changes in decent work-related capacities at the country level and globally; directed at
  - outcomes which pursue the progressive realization of decent work conditions through the human-centred approach to the future of work; leading to
  - the ILO's Decent Work Agenda, and its longer-term impact of achieving decent work for all, social justice and sustainable development.
21. The Centenary Declaration has facilitated the selection of priority areas where the potential decent work impacts are highest. They will also require the shared action and responsibility of the ILO, governments, the social partners, civil society and the international community. In each of these areas, the theory of change articulates the framework for ILO action and drives the outcomes, outputs and indicators for measuring progress.
22. The Centenary Declaration reaffirms the ILO mandate and recognizes the fundamental importance of the setting, promotion, ratification and supervision of international labour standards, and the crucial contribution that strong and representative social partners and social dialogue make to the overall cohesion of societies and a well-functioning and productive economy.
23. The Centenary Declaration calls for the strengthening of individual, institutional and systemic capacities, directing ILO efforts to the following areas of work:
  - (a) Strengthening the capacities of individuals requires the effective realization of a transformative agenda for gender equality, including by: ensuring the promotion of equal opportunities, equal participation and equal treatment for all in the world of work; enabling a more balanced sharing of family responsibilities; providing scope for achieving better work–life balance; and promoting investments in the care economy. It also requires efforts to promote the acquisition of skills, competencies and qualifications through lifelong learning systems and quality education for all. Furthermore, universal access to comprehensive and sustainable social protection by further developing and extending social protection systems will be essential to support people through the transitions they face throughout their working lives.
  - (b) Strengthening institutions of work requires the effective realization of fundamental principles and rights at work, adequate minimum wages, maximum limits on working time, and safety and health at work. Freeing the world of work from violence and harassment is essential for achieving equal opportunities and respecting people's dignity. Equally important for realizing decent work is the protection of those who work in the informal economy, by facilitating their transition to the formal economy and



promoting sustainable enterprises. Strong institutions of work are also needed to ensure that all aspects of decent work are available to migrant workers and workers in new and diverse forms of work arrangements.

- (c) Ensuring sustained, inclusive and sustainable growth with full and productive employment and decent work for all requires just transitions into well-functioning economies, harnessing the potential of technological progress and productivity growth through macroeconomic, trade, industrial and sectoral policies that promote decent work, while fostering investments in infrastructure and strategic sectors. An enabling environment for entrepreneurship and sustainable enterprises that supports the private sector, as a principal source of economic growth and job creation, is crucial for creating decent work, productive employment and improved living standards for all. This also requires efforts to leverage the opportunities and address the challenges relating to the digital transformation of work, including platform work, and those brought about by diverse forms of work arrangements, production and business models, including in domestic and global supply chains.

**24.** The eight policy outcomes for 2020–21 focus on areas where the Organization must make the most immediate difference. They take into account the profound transformations in the world of work, are informed by the experience and lessons learned from previous results frameworks, and address changes reflected through policy implementation, compliance with legislation and access to decent work-related services. In particular:

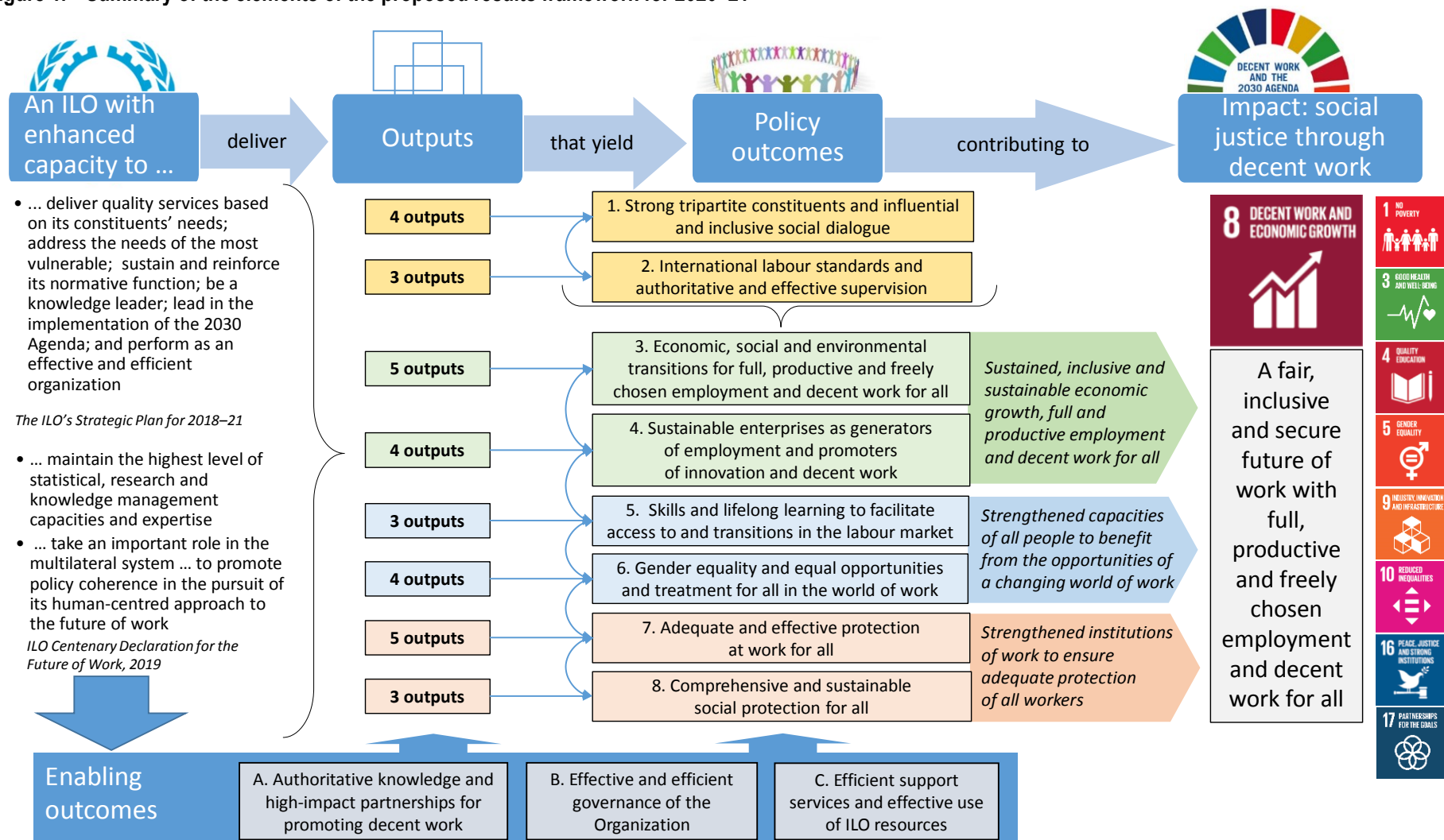
- outcomes 1 and 2 provide the foundation of all ILO action and are essential for making progress in respect of all the other outcomes;
- outcomes 3 and 4 address the conditions that are necessary for a pathway to sustained, inclusive and sustainable growth, with full and productive employment and decent work for all;
- outcomes 5 and 6 address the action necessary for individuals to benefit from the opportunities of a changing world of work; and
- outcomes 7 and 8 focus on the changes necessary to ensure adequate protection at work, including through comprehensive and sustainable social protection for all.

**25.** These outcomes mutually reinforce each other and each is premised on engagement in partnerships with other actors, including from the multilateral system, with a view to amplifying the scale and impact of ILO action, leveraging the initiatives of the other actors where appropriate.

**26.** The inclusion of the outputs under each policy outcome in the results framework adds clarity in respect of both the focus of the programme for the biennium and the changes the ILO has direct influence on and is accountable for delivering.

**27.** Figure 1 summarizes the relationship between the different elements of the results framework for 2020–21.

Figure 1. Summary of the elements of the proposed results framework for 2020–21



## **An improved measurement system**

28. The improved measurement system developed for this programme introduces more clearly defined outputs, with indicators at the output, outcome and impact levels, and a better integration of the Sustainable Development Goals (SDGs). The indicators will permit the measurement of progress throughout the chain of results to which the ILO intends to contribute, from the outputs through to the ILO's four strategic objectives of the Decent Work Agenda.
29. Indicators are assigned to each output to measure their delivery, with corresponding baselines, targets and means of verification. At this level, the indicators measure immediate results in terms of the capacity of the ILO's constituents to make improvements in the policy, normative and institutional frameworks at the country level.
30. At the outcome and strategic objective levels, the results framework adopts either SDG indicators, in particular those for which the ILO is the custodian or an involved agency, or other well-established indicators in relation to the world of work. The inclusion of SDG indicators at these levels makes explicit the ILO's contribution to the implementation of the 2030 Agenda. It also confirms the alignment of the ILO's planning process with that of other UN entities, in conformity with UN General Assembly Resolution 71/243 of 21 December 2016, which calls upon all UN entities to mainstream the SDGs in their strategic planning documents.
31. Appendix I contains detailed information on the different elements of the results framework for 2020–21 and Appendix II summarizes the relationship of the ILO Programme of Work for 2020–21 with the SDG targets and indicators.

## Resource allocations

32. At its 108th Session (2019), the International Labour Conference adopted a budget of US\$790,640,000 for the 77th financial period. Table 2 presents the strategic budget for 2020–21 by appropriation line.

**Table 2. Strategic budget by appropriation line**

	Strategic budget 2018–19 <sup>1</sup>	Strategic budget 2020–21	Strategic budget 2020–21	Strategic budget 2020–21
	(in US\$)	(in constant 2018–19 US\$)	(recosted (US\$))	(recosted and revalued (US\$))
<b>Part I. Ordinary budget</b>				
A. Policymaking organs	50 735 649	50 735 649	51 558 242	50 276 621
B. Policy outcomes	627 872 964	628 073 901	635 931 680	626 217 247
C. Management services	62 171 040	62 270 103	63 024 343	61 642 333
D. Other budgetary provisions	45 457 712	45 157 712	43 203 398	42 409 698
Adjustment for staff turnover	-6 420 379	-6 420 379	-6 446 399	-6 307 494
<b>Total Part I</b>	<b>779 816 986</b>	<b>779 816 986</b>	<b>787 271 264</b>	<b>774 238 406</b>
<b>Part II. Unforeseen expenditure</b>				
Unforeseen expenditure	875 000	875 000	875 000	875 000
<b>Part III. Working Capital Fund</b>				
Working Capital Fund	–	–	–	–
<b>Total (Parts I–III)</b>	<b>780 691 986</b>	<b>780 691 986</b>	<b>788 146 264</b>	<b>775 113 406</b>
<b>Part IV. Institutional investments and extraordinary items</b>				
Institutional investments and extraordinary items	3 428 014	15 713 000	15 957 445	15 526 594
<b>Total (Parts I–IV)</b>	<b>784 120 000</b>	<b>796 404 986</b>	<b>804 103 709</b>	<b>790 640 000</b>

<sup>1</sup> The strategic budget proposals for policymaking organs include resources from the Official Meetings, Documentation and Relations Department and the Internal Services and Administrative Department, which directly support the governance activities. To facilitate comparison with 2020–21 figures, the 2018–19 budget was revised to reflect a revised methodology of apportionment.

33. Strategic resource appropriations for Parts I, II, III and IV were adopted by the Conference. The allocation between the items of policymaking organs, policy outcomes, management services and other budgetary provisions in Part I as outlined in table 2 were reviewed at the 335th Session of the Governing Body in March 2019 and endorsed by the Conference. This section complements the information provided in documents GB.335/PFA/1 and GB.335/PFA/1/1, and focuses on the strategic framework for policy outcomes.

34. The allocation of resources for the eight policy outcomes is based on the following considerations:

- the budget adopted for policy outcomes in June 2019;
- the Conference decision to reflect the Centenary Declaration's priorities in the programme and budget, with appropriate resource allocations;
- the more focused, consolidated and better integrated policy outcomes;

- strengthened technical capacity and innovative working methods;
- an estimated US\$20 million increase in extrabudgetary resources.

**35.** Regular budget resources have been more concentrated on the larger and interlinked eight policy outcomes, with more balanced resources allocated across the outcomes, aiming at greater impact and synergy. More resources have been shifted to skilling, lifelong learning and gender equality in response to the call of the Centenary Declaration. Regular budget resources for policy outcome 5, on skills, amount to US\$41.7 million, an increase of US\$13.3 million compared to the estimate under indicator 1.3 on skills in the biennium 2018–19. Resources for policy outcome 6, concerning gender equality and non-discrimination, increase by US\$2 million compared to resources allocated for the current biennium.

**36.** The strategic framework (table 3) presents the resource attribution to each of the eight policy outcomes, reflecting contributions from all existing policy department and regional staff and non-staff resources. This results-based or strategic allocation therefore includes not only inputs from the department with primary technical responsibility for a particular outcome, but also inputs from other units within the Office.

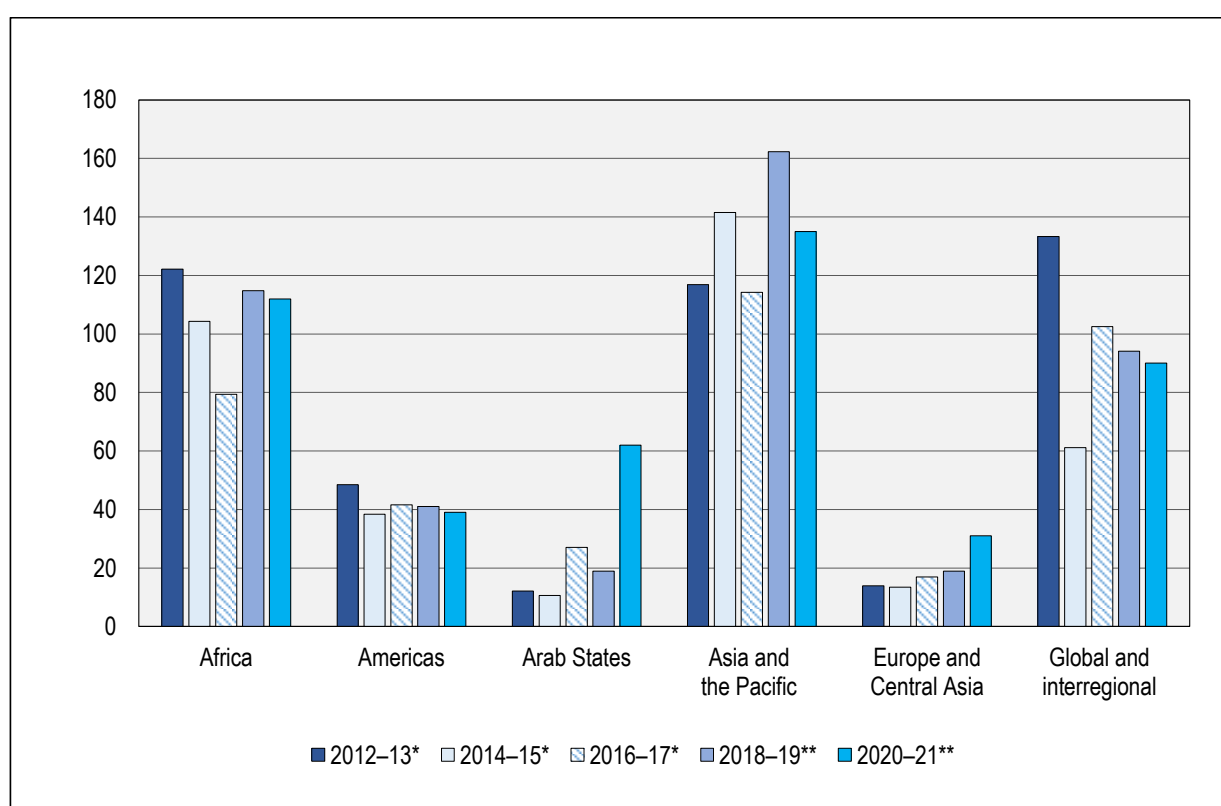
**Table 3. Strategic framework: Total resources for 2020–21** (in US\$ million)

Outcome	Regular budget 2020–21	Estimated extrabudgetary expenditure 2020–21	Estimated RBSA for 2020–21
<b>Outcome 1:</b> Strong tripartite constituents and influential and inclusive social dialogue	101.8	11.0	
<b>Outcome 2:</b> International labour standards and authoritative and effective supervision	56.7	11.0	
<b>Outcome 3:</b> Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all	69.5	127.0	
<b>Outcome 4:</b> Sustainable enterprises as generators of employment and promoters of innovation and decent work	48.8	56.0	
<b>Outcome 5:</b> Skills and lifelong learning to facilitate access to and transitions in the labour market	41.7	45.0	
<b>Outcome 6:</b> Gender equality and equal opportunities and treatment for all in the world of work	40.7	35.0	
<b>Outcome 7:</b> Adequate and effective protection at work for all	94.7	147.0	
<b>Outcome 8:</b> Comprehensive and sustainable social protection for all	42.7	38.0	
<b>Subtotal policy outcomes</b>	<b>496.6</b>	<b>470.0</b>	<b>30.0</b>
Support services	131.5		
<b>Total</b>	<b>628.1</b>	<b>470.0</b>	<b>30.0</b>
<b>For 2018–19 <sup>1</sup></b>			
<b>Subtotal policy outcomes</b>	<b>495.7</b>	<b>450.0</b>	<b>36.4</b>
Support services	132.2		
<b>Total</b>	<b>627.9</b>	<b>450.0</b>	<b>36.4</b>

<sup>1</sup> The strategic budget proposals for policymaking organs include resources from the Official Meetings, Documentation and Relations Department and the Internal Services and Administration Department, which directly support the governance activities. To facilitate comparison with 2020–21 figures, the 2018–19 budget was revised to reflect a revised methodology of apportionment.

37. The delivery of policy outcomes is predicated upon the availability of the approved level of regular budget as well as the extrabudgetary contributions from development partners. Table 3 includes estimated total resources – regular and extrabudgetary – available for each of the policy outcomes in the course of the biennium. It provides for estimated expenditure of US\$470 million in extrabudgetary resources and US\$30 million from the Regular Budget Supplementary Account (RBSA). Figure 2 provides the estimated extrabudgetary expenditure by region. These estimates are composites based on the previous year's expenditures and confirmed and estimated future contributions from development partners. The ILO will continue its efforts to deepen, expand and diversify its partnerships and its resource mobilization, including through innovations in partnerships, collaboration with organizations within the UN system, enhanced use of South–South and triangular cooperation modalities, public–private partnerships and domestic funding. This will be detailed in the future ILO Development Cooperation Strategy for 2020–25.

**Figure 2. Actual and estimated extrabudgetary expenditure by region – past biennia and 2020–21 (in US\$ million)**



\* Actual expenditure. \*\* Estimated expenditure.

38. The RBSA resources will be targeted to finance strategic catalytic work that is aimed at leveraging other resources across the eight outcomes, with a continued focus on low- and lower-middle income countries and countries in situations of fragility.

## Policy outcomes

39. This section presents the eight policy outcomes in detail. For each outcome, consideration is given to: the contemporary challenges to be addressed; what needs to change; risks and mitigation measures; and the outputs that will be the focus of the ILO's work in 2020–21. The complete results framework, including indicators, means of verification, targets and baselines, is provided in Appendix I.
40. The presentation of the policy outcomes is followed by an overview of regional contexts and a description of the ILO's overall strategy on research and statistics, and of work that will be undertaken in partnership with the International Training Centre of the ILO in Turin (Turin Centre) on capacity development.

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

41. The processes of tripartism and social dialogue in all its forms that bring governments and employers' and workers' organizations together form the cornerstone of sustainable development and economic, social, environmental and political stability. Tripartism and social dialogue contribute to decent work, peace and democracy; deliver policy coherence; and enable sound and productive labour relations. They have generated results in all regions and in all contexts, and have proven to be particularly useful when countries are experiencing disruptive situations such as a financial crisis or social unrest. Employers' and workers' organizations are proactive forces for helping to build more cohesive societies and productive economies, working with governments to tackle challenges to the benefit of all women and men.

### ***Contemporary challenges to be addressed***

42. Current global trends present a mix of challenges that cannot be addressed by governments alone, providing an unprecedented opportunity to strengthen collective action through effective tripartism and social dialogue. There is an acute need to forge a new era of partnership between governments and employers' and workers' organizations at all levels to build the future of work, ensure its effective governance and administration, and strengthen democracy. The transformations in the world of work make it necessary to create new ways for institutions and actors to relate to each other, new mechanisms for governing and regulating labour markets in an inclusive and participatory manner, and effective systems of labour inspection to ensure worker protection and a level playing field for enterprises. Social dialogue institutions have come under pressure and struggle to generate consensus on how to confront complex, multifaceted issues. In many countries, these institutions are poorly resourced and ineffective. In addition, the legitimacy of the social partners and the credibility of tripartism and social dialogue are weakened when employers' and workers' organizations have difficulties in retaining existing members and engaging new ones, especially from under-represented categories of enterprises and workers. Reaching out to enterprises and workers in the informal economy represents a particular challenge.

***What needs to change***

43. Realizing the potential of good governance and effective social dialogue requires free, independent, strong and representative employers' and workers' organizations, effective and adequately resourced labour administrations that have problem-solving and compromise-seeking capacities, and robust social dialogue institutions. Equally important is the need for governments and the social partners to develop a conducive environment for social dialogue and demonstrate the political will to engage in the process with trust and mutual respect.
44. Governments have a critical role to play in providing the necessary support for social dialogue by establishing legal and institutional frameworks and other provisions that enable all parties to engage effectively and guarantee that all workers and employers enjoy the enabling rights of freedom of association and the effective recognition of the right to collective bargaining. Governments, in consultation with employers' and workers' organizations, should ensure that labour laws secure rights at work while promoting enterprise sustainability and good governance in the field of employment and labour. They should also maintain institutional frameworks for the effective prevention and resolution of disputes at all levels, which is key to maintaining sound labour relations.
45. Employers' and workers' organizations are vital for representing and coordinating the voice of diverse actors in the economy. In order to demonstrate leadership, relevance and value to their members, they require needs-based capacity development that reflects their institutional priorities, taking into account developments in the world of work. Labour administration systems, including labour inspectorates, must also have the capacity to anticipate changes in order to develop appropriate policy and strategic responses. Innovative approaches to governance and labour law compliance, combined with enabling legal, financial and technical conditions for the effective operation of the institutions of work, are required in order to adapt to the fast pace of change in the world of work and to address its implications. Factors to consider include the growing cross-border and technology-based nature of work, the emergence of new occupational hazards linked to new technologies, the increase in the diversity of enterprises and work arrangements and the availability of resources for labour administration, particularly for labour inspectorates.

***Risks and mitigation measures***

46. A lack of respect for fundamental principles and rights at work prevents tripartism from achieving its full potential. An unwillingness to create a stable political and civil climate that enables autonomous employers' and workers' organizations to operate freely without fear of reprisals compounds this risk, as does a wider absence of commitment by the parties to achieve agreed solutions through inclusive processes of social dialogue at all levels, including through the multilateral system and in the context of the SDGs.
47. To try to mitigate these risks, the ILO will support the engagement and the advocacy role of its constituents in national, regional and global development forums, as well as within the multilateral system, in order to show the value that tripartism, social dialogue and international labour standards add to institution building, policymaking and implementation, and improved labour relations. Strong tripartite constituents and social dialogue are not only a prerequisite for achieving social justice, they are also building blocks for the success of the ILO's overall programme and mandate.



## ***The ILO's focus in 2020–21***

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

- 48.** Enterprises globally are affected by the transformative changes in the world of work while their need to operate in open, fair, flexible and competitive markets remains a constant to building prosperity. With their realities constantly diversifying, enterprises look to employer and business membership organizations (EBMOs) for solutions and responses to meet their evolving needs and to adapt to the changes in the business climate, labour markets and policy and regulatory environments.
- 49.** EBMOs are facing challenges, as competition in associating and representing business interests is increasing. In addition, the fast pace of change in the world of work requires EBMOs to adopt a long-term vision based on strategic foresight. To remain the voice of business, EBMOs need to improve their representativeness and their governance structures in order to be more diverse and inclusive. They also need to innovate services and serve as an effective conduit between business, policymakers and the wider society. EBMOs that are effective advocates of an enabling environment for sustainable enterprises and of the private sector as a principal source of economic growth, job creation and decent work are crucial for well-functioning and productive economies and therefore for prosperity for all.
- 50.** At the country level, the ILO will support EBMOs in:
  - extending representation to enterprises of different forms and sizes, new business models, new locations and emerging and growth sectors, and building alliances with informal economic actors in order to exercise business leadership that is based on diversity and inclusion;
  - adapting governance, business processes and resource structures to the changing business environment and enhancing capacity to use various technologies (social media, business intelligence and advanced data analytics) so as to improve membership management and engagement strategies with members and with the wider business community;
  - developing and adapting services that provide relevant responses to the challenges and changes faced by business, to support members and potential members;
  - strengthening analytical and research capacity to enhance the understanding and anticipation of changing business realities and to develop evidence-based policy proposals;
  - strengthening individual and institutional capacity, including the capacity to provide leadership within the business community, to promote sustainable business practices, compliance and social dialogue.
- 51.** At the global level, the ILO will:
  - develop strategies for membership diversification, including through the use of digital technologies, and expand knowledge products to enhance women's participation in decision-making to help EBMOs respond to the changing world of work;
  - enhance the assessment of the institutional priorities, representation and operating environment of EBMOs and improve the EBMO membership database management tool to increase recruitment and retention rates, in collaboration with the Turin Centre;

- develop knowledge, tools and a capacity-development programme to support EBMOs in integrating the SDG framework into their services to members and their policy development processes;
- expand and improve the approach and methodology for assessing the enabling environment for enterprises in order to support EBMOs in evidence-based policymaking;
- develop tools for use by EBMOs to enhance understanding of the changing realities of business, based on data collection on and analysis of issues affecting enterprises and the workplace, including the development of an integrated policy framework that supports productivity growth for employment, job creation and decent work.

#### Output 1.2. Increased institutional capacity of workers' organizations

**52.** The fast changes in the organization of work and production threaten to undermine the norms of shared prosperity that have held societies together. The scope and coverage of existing policy and legal frameworks often do not ensure labour rights and adequate protection for an ever-growing and diverse workforce. Therefore, workers' organizations play a crucial role in building just, inclusive and sustainable societies while promoting and defending workers' rights to freedom of association and collective bargaining. Efforts will continue to be undertaken to strengthen their capacity to contribute to the formulation and the coherent implementation of economic, social and environmental policies that ensure the protection of workers over the course of their lives. Measures are also needed to support workers' organizations in developing and implementing innovative strategies and services that enable them to attract, retain and represent all women and men workers, regardless of their vulnerability in the labour market and their employment relationship.

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

- contributing effectively to the formulation and coherent implementation of economic, social and environmental policies at the national, regional and international levels, including in multilateral frameworks or institutions;
- preparing bipartite and tripartite social dialogue proposals, including collective bargaining agreements at different levels, focusing on relevant areas;
- providing new or improved services to their members, taking into account the transformative changes in the world of work;
- attracting new members and integrating and representing a more diversified workforce, recognizing the need to ensure gender equality and the effective transition to formality, through innovative strategies.

**54.** At the global level, the ILO will:

- develop a package of innovative strategies, policy options and advocacy materials, including knowledge development and communication strategies and tools focusing on relevant policy areas;
- elaborate curricula and implement innovative training programmes in cooperation with the Turin Centre on priority policy areas, with a focus on the role and voice of trade unions in ensuring policy coherence at both the national and the international levels;
- develop tools and strategies to support social dialogue and collective bargaining at all levels, including cross-border;

- develop knowledge and document good practices on new forms of representation and organizational models, including with respect to the use of digital technologies in organizing and service provision to members.

### Output 1.3. Increased institutional capacity of labour administrations

55. Labour administration plays a crucial role in protecting workers and creating the enabling conditions for sustainable enterprises by supporting social dialogue, developing labour-related policies and improving labour inspection systems. Labour administration systems can also play a pivotal role in promoting awareness of and compliance with gender equality legislation and policies. They are essential to securing a culture of prevention and compliance in the workplace.
56. Building a strategic approach to labour market regulation and labour law compliance for the future of work requires greater investment in the capacities of labour administrations and inspectorates to support them in adapting, innovating and harnessing technologies and opportunities in order to strengthen protection for all workers, in consultation with employers' and workers' organizations.
57. At the country level, the ILO will support its constituents in:
  - assessing, strengthening and modernizing labour administration and inspection systems in line with the Labour Inspection Convention, 1947 (No. 81), and its Protocol of 1995, the Labour Inspection (Agriculture) Convention, 1969 (No. 129), and the Labour Administration Convention, 1978 (No. 150);
  - improving legal, policy and institutional frameworks on labour administration and labour inspection, and modernizing the way labour inspectorates use technology to increase the efficiency of their work processes;
  - strengthening the capacities of labour inspectorates to engage in evidence-based compliance planning, and developing methods and techniques to prevent and address labour law violations, including through enforcement, in collaboration with the social partners and other relevant stakeholders;
  - strengthening the capacities of labour inspectors and other labour administration staff to tackle persisting and new challenges in the world of work.
58. At the global level, the ILO will:
  - develop guidance materials on practices of good governance and labour administration to address the new challenges in the world of work;
  - conduct research on the use of technology for labour law compliance, including comparative practice on the use of artificial intelligence and predictive analytics by labour inspectorates, technological options used by governments and the private sector applicable to the labour inspection environment, and innovative interventions for sustained compliance;
  - scale up, adapt and produce new modules and tools under the ILO's strategic compliance intervention model to assist labour inspectorates and other institutions of work to address complex compliance and enforcement challenges, and develop global technical guidelines on labour inspection, as requested by the Standards Review Mechanism Tripartite Working Group;

- in cooperation with the Turin Centre, review, develop and disseminate in accessible formats guidance and capacity-development materials, training curricula and delivery mechanisms for the initial training and lifelong learning of labour administration staff, including methods and techniques applicable to platform work and diverse forms of work arrangements, new economic activities, cross-border enforcement, the informal economy and occupational hazards associated with psychosocial risks and new technologies;
- promote and support global and regional networks on labour administration and labour inspection, including through global and regional forums and through the facilitation of regular exchanges of information and practices between experts.

**Output 1.4. Strengthened social dialogue and labour relations laws, processes and institutions**

- 59.** Altogether, 85 per cent of ILO member States have national social dialogue institutions, in addition to the ad hoc mechanisms of social dialogue that focus on specific issues. However, these institutions are often not operational, and the proper modalities and prerequisites for their functioning are not always in place. There is an urgent need to revitalize and improve the inclusiveness of legal and institutional frameworks for labour relations and to improve the effectiveness and efficiency of social dialogue.
- 60.** Social dialogue comes in various forms and levels, depending on national practices and contexts, and there is no one-size-fits-all approach. Bipartite social dialogue, including collective bargaining, remains an essential instrument of labour market governance. Collective bargaining can reduce gender and wage inequalities, promote enterprise sustainability and provide inclusive labour protection. Fair and effective dispute prevention and resolution ensure the realization of rights and access to justice, improving labour relations and collective agreements. Workplace cooperation can facilitate the adaptation of work processes for new technologies, improve productivity and occupational safety and health (OSH), and help ensure safe and productive workplaces in a way that respects collective bargaining and its outcomes and does not undermine the role of trade unions.
- 61.** At the country level, the ILO will support its constituents in:
- improving legal, regulatory and institutional frameworks governing social dialogue, labour relations and dispute resolution;
  - improving mechanisms for effective and inclusive social dialogue, strengthening the capacity and impact of the various forms of social dialogue, including at the cross-border level, and strengthening grievance mechanisms and dispute resolution and prevention systems;
  - developing social partners' initiatives at the level of regional economic communities;
  - improving collective bargaining processes and outcomes through the provision of knowledge materials and training programmes covering labour market inclusion, gender equality and wage setting, among other topics;
  - fostering effective workplace cooperation that promotes information sharing and consultation and enhances constituents' capacity to manage transitions, adapt to new technologies and address other future of work challenges.

62. At the global level, the ILO will:

- develop knowledge products, including: a flagship report on the strategic objective of social dialogue and tripartism, covering the role and impact of collective bargaining on inequality, wages and working conditions; databases; other resource materials to support country-level interventions and actions at the cross-border level on priority issues, including in relation to the SDGs and the management of the future of work; and research to assess and promote innovative, dialogue-driven approaches to manage the future of work;
- in cooperation with the Turin Centre, deliver a capacity-development programme for tripartite constituents on social dialogue and labour relations, and regional and global forums for mutual learning and for the exchange of experiences at all relevant levels, including in the UN system;
- implement the programme of tripartite sectoral meetings for the biennium as recommended by the sectoral advisory bodies and endorsed by the Governing Body in March 2019,<sup>6</sup> follow up on the conclusions and recommendations from previous sectoral meetings and undertake preparatory work for future sectoral meetings.

**Outcome 2: International labour standards and authoritative and effective supervision**

63. The setting of international labour standards, and their promotion, ratification, application and supervision through concerted action by governments and representatives of employers and workers, is the most important function of the Organization in its pursuit of social justice. It has brought about historic economic and social progress in many countries, resulting in more humane conditions of work. Laws and practices governing the world of work today have been forged by international labour law over the past century.
64. The Centenary Declaration has reaffirmed the fundamental importance and relevance of the Organization's normative function. Furthermore, a rights-based approach, in which standards and their effective supervision lay the groundwork for governments, employers and workers to be drivers of national economic and social development, has consistently delivered peace and prosperity dividends.

***Contemporary challenges to be addressed***

65. The Centenary Declaration mandates the Organization to have and promote a clear, robust, up-to-date body of international labour standards and to further enhance transparency. This means that the ILO must continue to pursue a strategic approach to the setting and reviewing of standards so that its body of standards responds to the changing patterns in the world of work, for the purpose of the protection of workers and taking into account the needs of sustainable enterprises. This also means that standards must be subject to authoritative and effective supervision. Moreover, the reach of standards must be expanded at a scale commensurate to the challenges of a globalizing world, the needs of a multilateral system founded on the rule of law and democracy, and the ambition of the 2030 Agenda to eradicate poverty, reduce inequality and realize the pledge to leave no one behind.

<sup>6</sup> GB.335/PV, para. 725. The list of global sectoral meetings for 2020–21 is contained in Appendix II to document [GB.335/POL/3](#).

### ***What needs to change***

66. A forward-looking policy on labour standards is required at a global level. Such a policy must encompass: setting or revising standards to prevent or remedy regulatory gaps arising from changing patterns of work; embedding the authority of standards at a national level through their ratification and application; improving transparency through an authoritative supervisory system, so that international obligations are effectively honoured; and supporting timely reporting in accordance with constitutional obligations and in a manner that enhances the impact of standards. It will entail continuing the work of the Standards Review Mechanism that was put in place in the context of the Standards Initiative and ensuring effective follow-up to the relevant recommendations of the Governing Body.
67. Only when properly applied do ratified international labour standards create a virtuous development cycle that puts people and the work they do at the centre of economic and social policy and business practices. Higher labour standards drive higher levels of productivity and raise standards of living, leading to higher levels of investment, which in turn enable labour standards to be lifted further. Further improvements to transparency through an authoritative and effective system of international supervision are needed, not only to ensure that member States comply with their voluntarily undertaken obligations in pursuit of that virtuous cycle, but also to create a level playing field based on a shared understanding between member States of what these obligations entail. The continuous deepening of this shared understanding in a process of dialogue between member States and the ILO supervisory bodies creates another virtuous cycle that the Organization is expected to promote.

### ***Risks and mitigation measures***

68. A political climate of growing scepticism about multilateralism and international law may undermine efforts to increase the impact of international labour standards. Firmly embedding such standards in national sustainable development strategies and UN Sustainable Development Cooperation Frameworks (UN Cooperation Frameworks) can unlock their full potential to contribute to the 2030 Agenda and go a long way towards addressing this challenge.
69. An economic scenario characterized by low productivity growth may be perceived as reducing the space for raising labour standards, so options need to be developed to ensure that standards become effective drivers of sustained and inclusive economic growth. While slowing trade integration could undermine the role of trade as an enabler of development, it could also present opportunities for standards-related work, as expectations for a level playing field are growing and constituents are calling on the Organization to provide assistance in addressing the implications of trade liberalization arrangements.

### ***The ILO's focus in 2020–21***

#### **Output 2.1. Increased capacity of the member States to ratify international labour standards**

70. The ratification and application of fundamental and governance standards by all ILO member States continues to be a priority for the Organization. The regular consideration, on a tripartite basis, of the ratification of other ILO standards is another key objective. Indeed, the ILO Declaration on Social Justice for a Fair Globalization, adopted in 2008, underlines the importance and universal nature of the governance Conventions and calls for a “progressively increasing coverage of each of the strategic objectives” of the Decent Work Agenda.

71. These efforts will be pursued in the context of the forward-looking policy on labour standards and effective follow-up to the recommendations of the Standards Review Mechanism Tripartite Working Group, including in respect of the improved design of future standards and a strategic approach to setting the agenda of the International Labour Conference to ensure a prompt response to standard-setting needs.
72. At the country level, the ILO will support its constituents in:
- undertaking pre-ratification reviews of national laws and practices;
  - conducting tripartite consultations prior to ratification and developing the capacity of the social partners to participate effectively in standards-related consultations;
  - supporting government-wide coordination and increasing the capacity to prepare for ratification and application;
  - developing and validating national policy papers on international labour standards with a focus on their importance in relation to national priorities and the 2030 Agenda;
  - facilitating the exchange of experience between member States that are applying ratified standards and States that are preparing for ratification.
73. At the global level, the ILO will:
- establish a help desk to enhance the engagement of constituents with the Standards Review Mechanism and with its follow-up at the national level;
  - undertake the continuous improvement of standards-related knowledge-sharing tools in response to constituents' needs, ensuring access to practical and user-friendly information;
  - build on its Centenary ratification campaign by strengthening partnerships with international bodies in order to achieve the universal ratification of the fundamental and governance Conventions and by targeting specific technical and sectoral Conventions, in line with decisions taken by the Governing Body and the International Labour Conference.

**Output 2.2. Increased capacity of the member States to apply international labour standards**

74. Ensuring compliance by member States with ratified standards in national law and practice, including in response to the comments of the supervisory bodies, remains a primary objective of the Organization. The ILO will assist its Members in achieving this objective by enhancing the capacity of its constituents and the relevant national institutions. Work on strengthening the ILO supervisory machinery will continue in accordance with the decisions taken by the Governing Body in the context of the Standards Initiative, comprising improvements in working methods in order to reinforce tripartism, coherence, transparency and effectiveness.
75. Supervision through complaint-based procedures is most effective when it can focus on major cases of alleged non-compliance and when labour-related disputes that are more restricted in scope are resolved at the national level.

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

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

**77.** At the global level, the ILO will:

- facilitate the work of the supervisory bodies and their discussions on working methods in order to further strengthen tripartism, coherence, transparency and effectiveness;
- adapt the online guide on established practices across the supervisory system in collaboration with the Turin Centre in the light of the constituents' need to have easy access to transparent information;
- produce an annual report on SDG indicator 8.8.2 on labour rights, which is under the custodianship of the ILO, as per the methodology approved by the 20th International Conference of Labour Statisticians (ICLS) and endorsed by the Governing Body in March 2019;
- continue to develop the capacity of members of the judiciary, labour dispute settlement authorities and legal professionals through the International Labour Standards Academy and other global and regional courses carried out in collaboration with the Turin Centre.

**Output 2.3.** Increased capacity of the ILO constituents to engage in a forward-looking international labour standards policy

**78.** A body of authoritative international labour standards that is responsive to the changing patterns of the world of work and that relies on full tripartite participation at every stage of the normative cycle will effectively guide the multilateral system in ensuring that no one is left behind. Building the capacity of the tripartite constituents to participate effectively at all stages of the cycle is therefore critical. Simplifying and streamlining reporting obligations improves the access of constituents to the supervisory system.

**79.** As the Organization intensifies its engagement and cooperation within the multilateral system with a view to strengthening policy coherence, it must also build the capacity of the constituents, staff and counterparts in the multilateral system to operationalize standards in the context of national strategies towards the achievement of the SDGs.



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

- complying with their reporting obligations on labour standards through capacity development and through the streamlining of reporting on ratified instruments, as per the decisions taken by the Governing Body under the Standards Initiative, notably with respect to information technology enhancements and a possible transition to baseline-based reporting;
- strengthening the tripartite engagement in and ownership of labour standards through effective tripartite consultations;
- effectively using the synergies between the ILO supervisory system and UN universal periodic reviews and treaty-based human rights monitoring mechanisms;
- building a tripartite approach towards mainstreaming the ratification and application of international labour standards into national development strategies, Decent Work Country Programmes, UN Cooperation Frameworks and development cooperation projects.

81. At the global level, the ILO will:

- develop a streamlined reporting system to simplify reporting obligations, encompassing: a pilot test of baseline reports, including on OSH; greater thematic coherence in reports within a revised reporting cycle; the introduction of consolidated comments to make them more user-friendly and to provide a more coherent and holistic analysis; and a new integrated report form for simplified reports;
- further develop capacity-development initiatives for the constituents in collaboration with the Turin Centre, with a focus on reporting obligations and on mainstreaming standards into UN Cooperation Frameworks;
- produce tools that allow ILO staff to engage effectively with development banks and other organizations in the multilateral system on labour standards-related activities.

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

82. Recent years have seen overall improvements in employment with the recovery of the global economy. Participation of women in the labour market has increased and overall educational attainment has improved in many countries. Yet progress in both quantity and quality of employment has been slow, and future prospects remain weak and volatile.

### ***Contemporary challenges to be addressed***

83. Globally, 730 million women and men remain in poverty while being employed, and 172 million are unemployed. Informal employment remains significant, especially in rural areas where the overwhelming majority of those in extreme poverty are working. The situation for younger workers continues to be vulnerable, while the share of older workers has been rising, especially in advanced and middle-income countries, adding further strain to social protection systems and the labour market. These challenges persist largely because economic growth has often not translated into decent jobs. Inequalities have been widening, in part prompted by labour market segmentation. At the same time, the challenges brought by the drivers of change in the world of work call for effective policies that can support a

just transition to a green economy and harness the opportunities offered by technology and demographic trends. Indeed, recent policy experiences have shown that labour market performance can be improved in significant and sustained ways only with effective supporting policies in the economic, social and environmental domains.

### ***What needs to change***

84. Against this backdrop, there is a critical need to develop and implement integrated policy responses at the national, regional and global levels with a strong focus on coherent macroeconomic, trade, sectoral, industrial and labour market policies that have sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all as a central objective. This requires a new generation of national employment policies developed as a comprehensive employment policy framework, guided by the Centenary Declaration and informed by international labour standards, notably the Employment Policy Convention (No. 122) and Recommendation (No. 122), 1964, and the Employment Policy (Supplementary Provisions) Recommendation, 1984 (No. 169). This reinvigorated approach to national employment policies will enable countries to accelerate the adoption of new technologies, enhance productive capacities, boost labour demand and thus facilitate a just transition to a future of work that contributes to sustainable development in its economic, social and environmental dimensions, with more and better jobs for all women and men, and particularly for young people. Transitions from the informal to the formal economy are also an important part of this transformative process.
85. Within such a policy framework and based on country specificities, targeted interventions are needed in strategic areas and sectors to address the drivers of transformative change in the world of work, including the rural, green, digital and care economies. To support broader policy objectives, targeted programmes to improve the functioning of labour markets are also needed, including through more investment in employment services, thus facilitating just transitions for workers and enterprises.

### ***Risks and mitigation measures***

86. In view of the scope of the comprehensive employment framework and of the number of actors involved, any lack of coherence in designing and implementing these policies would affect the achievement of sustainable positive changes. The strategy is therefore premised on a strong partnership-based and collaborative approach with the UN system and international financial institutions. UN reform will provide a revitalized platform for concerted policy dialogue and technical assistance, using the ILO's comparative advantage, especially in supporting SDG 8 on decent work and inclusive growth. The ILO will continue to promote multi-stakeholder partnerships such as the Global Initiative on Decent Work for Youth as a way to achieve sustainable and transformative results.
87. The necessary changes may not be possible without effective social dialogue and well-functioning coordination mechanisms, or if the relevant national institutions in charge of policy development and implementation are not willing or able to champion an inter-sectoral approach. To mitigate these risks, the ILO will use diverse advocacy and communication tools to provide outreach and ensure uptake of its deliverables. External risks in terms of economic shocks, sudden conflicts, disasters or social unrest would be addressed through the Office's strengthened crisis response capacity.

## ***The ILO's focus in 2020–21***

Output 3.1. Increased capacity of member States to formulate and implement a new generation of gender-responsive national employment policies, including for youth

88. The ILO's approach to full, productive and freely chosen employment and decent work for all is premised on effective social dialogue and a whole-of-government approach and aims at achieving greater inclusion, increases in productivity, transitions to formality and reductions in income inequality and poverty. At a time of rapid changes in labour markets, gender-responsive pro-employment policies should harness the benefits and reduce the risks associated with new technologies and diverse forms of work arrangements, and be responsive to demographic shifts and climate change. To be effective, these policies need to be coherent with social protection policies.
89. Building on the lessons learned from national employment policies, the 2012–19 action plan on the call for action on youth employment and the outcome of the voluntary national peer-review mechanism called for by the resolution on advancing social justice through decent work adopted at the 105th Session (2016) of the International Labour Conference, the ILO will focus on promoting a coherent policy framework for creating more and better jobs. This work will be based on the integrated approach of Convention No. 122 and matched by strong implementation measures, including monitoring and evaluation. Gender equality is a central feature of these policies to ensure that women and men benefit equally from structural economic shifts as well as technological upgrading within sectors. Young people will continue to be a key target group, as their employment challenges remain a serious concern, while ageing of the workforce requires an equally strong focus on older workers. Experience gained in the application of this approach will feed into the third recurrent discussion on employment at the 110th Session (2021) of the International Labour Conference.
90. At the country level, the ILO will support its constituents in:
  - designing, adopting, implementing and monitoring a new generation of tripartite-driven, gender-responsive and results-based national employment policies, focusing on country-specific challenges concerning the future of work, including through workshops and tailored courses in collaboration with the Turin Centre;
  - strengthening country capacity to implement the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), within the framework of the new generation of national employment policies that pursue the four dimensions of the Decent Work Agenda;
  - fostering and facilitating knowledge development and country-level research on policy coherence across ministries, relevant national agencies, central banks and international and regional organizations to review macroeconomic, trade, sectoral and industrial policies in developing countries;
  - developing, implementing and monitoring youth employment strategies, with a focus on specific challenges concerning the future of work, and producing the annual report on SDG indicator 8.b.1 on youth employment strategies.
91. At the global level, the ILO will:
  - update tools, guidelines and training curricula on national employment policies and youth employment strategies, and develop diagnostics and methodologies to measure the impact of macroeconomic, sectoral, industrial, trade and infrastructure investment policies and programmes on the quality and quantity of employment, including in domestic and global supply chains;

- undertake new research analysing: future job prospects and structural transformation in the developing world; dynamic linkages between income distribution, growth and employment; trade policies, decent work and productivity; and challenges and opportunities in the world of work relating to the digital transformation of work, including platform work;
- advocate for full, productive and freely chosen employment and decent work globally, including at major international forums and through multi-stakeholder partnerships such as the Global Initiative on Decent Jobs for Youth, and expand partnerships with regional and international organizations on pro-employment policies, including promotion of Convention No. 122.

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

- 92.** Rural areas are home to about 80 per cent of the world's working poor and are often characterized by high levels of informality, decent work deficits and vulnerability to climate change. The challenges are daunting for youth, especially women. The future of work in many low-income countries depends critically on inclusive structural transformations and the creation of decent jobs within rural areas. Building constituents' capacity to ensure that policies and strategies prioritize the promotion of decent work to facilitate the transition to formality in the rural economy is critical. Furthermore, developing targeted interventions in key sectors, particularly the agro-food sector and rural infrastructure, harnessing the potential of information and communication technologies and empowering women, is essential to improve the productive capacity and attractiveness of agriculture and the rural economy.
- 93.** Well-designed job creation programmes, in combination with community-based approaches and local-level interventions embedded into national employment and social protection policies, can help unleash the potential in rural areas. Public employment programmes can also support a range of public services and complement employment creation by the private sector, and offer a policy instrument to tackle the problem of unemployment and underemployment, as part of wider employment and social protection policies. Such programmes can provide livelihoods in rural areas, while discouraging forced rural–urban migration. Improving the institutional framework for social dialogue and strengthening the capacity of rural workers and employers will also be key to promoting their collective voice and achieving decent work outcomes. Partnerships with the Food and Agriculture Organization of the United Nations (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Environment Programme (UNEP) and the United Nations Office for Project Services (UNOPS) on both policy and programme development will be further strengthened.
- 94.** At the country level, the ILO will support its constituents in:
- strengthening their capacity to develop and implement, through social dialogue and in collaboration with relevant ministries, policies, strategies and job creation programmes that prioritize employment and decent work in rural areas, are environmentally sustainable and promote women's empowerment;
  - developing and implementing targeted employment-intensive investment programmes in sectors of the rural economy, particularly in the agro-food sector, including plantations and rural infrastructure, to promote quality jobs, social protection and structural transformation of rural areas;

- developing and expanding innovative programmes into new sectors and services that have potential for large-scale job creation and the realization of decent work in rural areas;
- strengthening both the public and private sectors in implementing, monitoring and evaluating employment programmes in rural areas, and building the capacity of national statistical offices to collect and analyse labour statistics disaggregated by rural or urban area.

**95. At the global level, the ILO will:**

- undertake policy-oriented research on the links between decent job creation, rural development and structural transformation (including the role of new technologies) in strategic rural sectors such as aquaculture, and document good practices of public employment creation;
- implement global and regional capacity-building programmes, guidelines and tools for relevant stakeholders to improve their capacities to evaluate the impact of public investment on employment;
- carry out awareness-raising activities and provide technical advice at the global, regional and subregional levels on the ratification and effective implementation of ILO Conventions that are of direct relevance to the rural economy, including the Rural Workers' Organisations Convention, 1975 (No. 141); the Safety and Health in Agriculture Convention, 2001 (No. 184); the Labour Inspection (Agriculture) Convention, 1969 (No. 129); the Plantations Convention, 1958 (No. 110); the Minimum Wage Fixing Machinery (Agriculture) Convention, 1951 (No. 99); and the Tenants and Share-croppers Recommendation, 1968 (No. 132).

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

- 96.** Environmental and climate change, resource scarcity and the management of waste and chemicals bring new challenges and opportunities for decent work and productivity growth, with consequences for poverty and inequality and critical implications for the future of work. Recent analysis shows that millions of new jobs could be created for women and men across economic sectors and industries through the adoption of sustainable practices, clean technologies and green jobs. However, other jobs will disappear as a result of the scaling back of carbon- and resource-intensive industries. This ecological transformation requires strategic policy interventions to facilitate a just and inclusive transition for all within an integrated national employment policy framework, taking into account environmental considerations and grounded in inclusive social dialogue. Such action needs to be informed by solid empirical evidence and good policy practices. The creation of decent work and green jobs will in turn reinforce public support for accelerating the transition to the green economy.
- 97.** The ILO played a pivotal role in the process leading to the adoption of the Paris Agreement on climate change, which ensured that decent work dimensions are fully addressed. The ILO will continue to actively support countries as they engage in the implementation of the Agreement, in order to build the resilience of workers and economic units and to secure a sustainable future of work. The ILO will strengthen its strategic partnerships with UNEP, the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC) and other organizations, as well as in the context of the Convention on Biological Diversity and the Convention to Combat Desertification. It will also continue to actively engage in the Partnership for Action on Green Economy (PAGE).

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

- undertaking assessments and diagnostics, including gender analysis, of the employment, social and economic impacts of climate change, environmental degradation and resilience;
- formulating and implementing coherent policies and programmes for a just transition towards environmentally sustainable economies and societies at the national, sectoral or local levels;
- strengthening mechanisms for social dialogue and policy coherence on a just transition.

**99.** At the global level, the ILO will:

- promote objectives related to decent work and a just transition in UN climate change forums and other relevant multilateral and regional environmental processes, and reinforce partnerships, including for resource mobilization;
- in collaboration with the Turin Centre, develop global and regional capacity-building programmes for ILO constituents on environmental policies, including through peer-review and mutual-learning mechanisms, and on monitoring the related SDG indicators;
- develop global knowledge on policy and practices for green jobs and a just transition, including South–South and triangular cooperation, and on measurement mechanisms.

**Output 3.4.** Increased capacity of the ILO constituents to promote peaceful, stable and resilient societies through decent work

**100.** More than 2 billion people are still living in fragile and conflict-affected situations, and 70 million worldwide have been displaced due to violence, war or persecution. Poverty, typically associated with a lack of decent jobs, is increasingly concentrated in fragile settings and is projected to rise in such settings in the years to come. Unemployment and decent work deficits can themselves become triggers of vulnerability and fragility. Research shows that employment programmes contribute to social cohesion and peacebuilding if they are designed to address adequately the three drivers of conflict: lack of contact and interactions across different social groups, lack of job opportunities, and grievances over inequality and social injustice.

**101.** The Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), will provide a framework for specific targeted actions with crisis-affected communities within the overall local economic and employment policies. The ILO will continue to engage with partners in the multilateral system, especially within the UN, to strengthen the inclusion of decent work in the humanitarian–development–peace nexus.

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

- integrating employment and decent work in national policies for conflict prevention, disaster risk reduction and recovery strategies, guided by Recommendation No. 205;
- supporting the design, financing, implementation and monitoring of gender-responsive evidence-based employment programmes in fragile settings, including through the Jobs for Peace and Resilience flagship programme;

- increasing their knowledge of and capacity to promote decent work and social dialogue as an essential component of needs assessments and strategies for sustainable peacebuilding and disaster resilience.

**103.** At the global level, the ILO will:

- promote employment and decent work in joint initiatives of the United Nations and international financial institutions in disaster and conflict settings;
- increase the knowledge base and analytical evidence on the contribution of decent work to peace and resilience in order to inform ILO policy advice and services to constituents and support partnerships with relevant stakeholders.

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

**104.** Rapid technological change is changing production and business models, and diversifying work arrangements and employment patterns, which in many cases lead to multiple transitions over the life course – from school to work, during working age, and even re-entry into labour market after retirement for some workers. In order to leverage opportunities for social and economic progress and to ensure just transitions for workers and enterprises, proactive and targeted labour market programmes and strengthened employment services are needed. These combined measures are critical for young people seeking to enter the labour market, older workers who need to stay active in the labour force for an extended period, and women and persons in vulnerable situations who face obstacles in enjoying equal opportunities, participation and treatment at work. Improving transitions through labour market programmes with effective social protection also helps businesses to find the workers they need. New digital technologies can support more effective transitions by modernizing employment service systems and facilitating the monitoring and evaluation of labour market interventions, along with collecting labour market information on transitions and aspirations concerning the future of work.

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

- developing and formulating, through social dialogue, innovative, proactive and targeted labour market programmes to facilitate labour market transitions over the life course, with particular emphasis on gender-responsive strategies for young and older workers;
- supporting and strengthening the capacity of employment service providers and the modernization of service delivery systems using new technology solutions, with an emphasis on the specific needs of employers and workers over the life course, in collaboration with the Turin Centre and in partnership with other organizations working in this area;
- assessing and evaluating the results of labour market programmes in improving school-to-work transitions for young women and men, with a particular focus on those not in education, employment or training.

**106.** At the global level, the ILO will:

- produce knowledge products and guidance tools on labour market programmes and employment services that facilitate transitions over the life course, including the *Global Employment Trends for Youth 2021* report;
- prepare a comparative analysis on the school-to-work transition in the Africa region;
- report on, analyse and monitor progress under SDG indicator 8.6.1 on youth not in employment, education or training, based on data provided by labour force surveys and reports from countries.

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

**107.** Sustainable enterprises are engines of growth and job creation and are key to addressing the challenge of creating the 344 million new jobs that will be needed by 2030, in addition to the 190 million jobs necessary to address unemployment today. Sustainable enterprises are of critical importance for wealth creation and innovation, which improve standards of living and social conditions, thereby contributing to achieving decent work and sustainable development.

***Contemporary challenges to be addressed***

**108.** Impediments to the establishment and development of sustainable enterprises persist in many countries. Regulatory environments may create financial and administrative burdens that drain scarce resources away from needed investments and hamper the establishment of enterprises and the creation of jobs. These issues are interconnected and have their roots in broader policy areas such as education, infrastructure and trade.

**109.** Many enterprises are also subsistence businesses, operating in poverty and providing much-needed incomes. While some of them have potential to develop, they often face barriers in terms of access to capital, financial resources, public infrastructures and markets, with negative implications for business sustainability. This is particularly the case for micro and small informal enterprises, which represent 80 per cent of enterprises and 50 per cent of employment globally. Women entrepreneurs and women-led enterprises in the informal economy face additional challenges in accessing capital and markets. Informal enterprises are often seen by formal enterprises as a source of unfair competition that undermines their growth and sustainability.

**110.** Low productivity remains a challenge to enterprise growth and sustainability, and thus inhibits the attainment of decent work. Productivity gains provide capital to reinvest and are indispensable for raising wages and improving conditions of work. Inadequate investment in technology and innovation is a further challenge to enterprise growth and sustainability. Insufficient attention has been paid to the improvement of productivity and job quality, innovation and the adoption of new technologies in policies to promote enterprise development.

***What needs to change***

**111.** There is a need to support the role of the private sector as a principal source of economic growth and job creation, by promoting an enabling environment for entrepreneurship and



sustainable enterprises, in order to generate decent work, productive employment and improved living standards for all. Supporting the role of public enterprises as a significant employer and provider of quality services is also important. Governments, in cooperation with employers' and workers' organizations, need to continue developing policies and incentives that promote sustainable and inclusive economic growth, innovation and the creation and development of sustainable enterprises. It is also necessary to accelerate the transition of enterprises from the informal to the formal economy, thereby unlocking their potential to develop and ensuring fair competition in national and international markets.

112. Access to local and global markets plays a key role in enterprise development and the degree to which enterprises generate decent work. Policies need to take account of the macroeconomic context, as well as of the nature and functioning of markets at various levels. Furthermore, public policies should provide space for different forms of enterprises, in particular cooperatives and social and solidarity economy enterprises, which can accommodate more tailored solutions to improve the organization of work and production while generating decent work.
113. Policies and institutions that promote productivity improvements need to be accompanied by increased investment in technology and innovation, as this enables enterprises to expand the quantity and improve the quality of their products or services. In turn, the sustainability of enterprises contributes to better incomes, improved standards of living and decent work. Sustainable business models and a broad range of financial and non-financial services to enterprises can enhance financial inclusion, facilitate productivity gains and generate decent work. They can also support women and persons particularly vulnerable to discrimination, including youth and persons with disabilities, in developing productive and competitive businesses.
114. Policies and incentives that promote the alignment of business practices with the objectives of decent work and a human-centred approach to the future of work need to be strengthened. Respect for human rights and international labour standards, especially fundamental principles and rights at work, are relevant to enterprises of all forms and sizes. Enterprise development policies should encourage enterprises to contribute more broadly to economic and social development and environmental sustainability. Social dialogue at all levels generates synergies between the quantity and quality of jobs created in the private sector. Enterprises also need to adapt their business models and practices to fully harness the potential to create decent green jobs. Policies need to be developed that support enterprises, in particular small and medium-sized enterprises (SMEs), in implementing resource-efficient production processes and progressively shifting to a low-carbon economy. The conclusions concerning the promotion of sustainable enterprises adopted by the International Labour Conference at its 96th Session (2007) provide unique international guidance to frame policies that support enterprises' legitimate quest for profit as well as workers' aspirations for decent work.

### ***Risks and mitigation measures***

115. Risks include a lack of political support or policy coherence to create an enabling environment or to institute the necessary reforms to promote formalization, insufficient financial resources and a lack of capacity of the constituents to implement agreed solutions. There are often inadequate social dialogue structures, resulting in a lack of national consensus and a lack of integrated and aligned implementation. Continued capacity building of constituents and constant, proactive dialogue will be key to delivering on the strategy.

***The ILO's focus in 2020–21*****Output 4.1. Increased capacity of member States to create an enabling environment for entrepreneurship and sustainable enterprises**

- 116.** An enabling environment is crucial to be able to create and develop sustainable enterprises that can generate decent work, productive employment and improved living standards for all. This enabling environment comprises a large array of factors, the relative importance of which may vary according to national circumstances. As the aforementioned 2007 Conference conclusions on sustainable enterprises note, these factors include, among others, sound and stable macroeconomic policy, an enabling legal and regulatory environment, fair competition, access to finance, quality infrastructure and adequate social protection. Reforms of the business environment need to take into account the different realities of enterprises, draw lessons from past experiences and contribute to creating an ecosystem that eases the entry of new enterprises as well as the operation and growth of existing ones. Regulations that are well designed, transparent, well communicated and that promote accountability, including those that uphold labour and environmental standards, are good for markets and society. They facilitate formalization and boost systemic competitiveness.
- 117.** Organizations need to have improved knowledge and capacity to engage in advocacy and policymaking processes aimed at improving the environment for nurturing the creation, growth and maintenance of new enterprises and the sustainability of existing ones, including formalization. These policymaking processes should be embedded into comprehensive policy frameworks, including macroeconomic, employment, social and sectoral policies.
- 118.** At the country level, the ILO will support its constituents in:
- analysing and addressing, through the Enabling Environment for Sustainable Enterprises (ESEE) programme, key policy, institutional or regulatory constraints in the enabling environment for sustainable enterprises, in particular those related to entrepreneurship, SME development, access to finance, and productivity and working conditions;
  - engaging in advocacy and policymaking to improve the environment for nurturing the creation, growth and sustainability of enterprises as generators of employment and promoters of innovation and decent work, including as an objective of employment policies;
  - providing recommendations on policies that can facilitate access to appropriate financial services for enterprises;
  - developing or revising policies to promote quality employment and productivity in environmentally efficient and circular economies and to support enterprises and workers during transitions;
  - developing or reviewing policies and legislation on cooperatives and on the social and solidarity economy, and run a pilot test for the agreed guidelines concerning statistics of cooperatives approved by the 20th ICLS in 2018.
- 119.** At the global level, the ILO will:
- document and disseminate emerging practices and guiding principles on regulations, policies and institutions that contribute to an enabling environment for entrepreneurship and sustainable enterprises, on the basis of the findings of ESEE assessments;

- conduct evidence-based research on productivity-enhancing economic policies and institutional and regulatory frameworks, as well as on the determinants of business formation, and the link between productivity, formalization and decent work;
- in collaboration with the Turin Centre, strengthen the capacity of ILO constituents at the regional and global levels, including through peer review and mutual learning, to promote an enabling environment for sustainable enterprises and to monitor the related SDG indicators.

**Output 4.2. Strengthened capacity of enterprises to adopt new business models, technology and techniques to enhance productivity and sustainability**

- 120.** In an ever-changing business environment, enterprises will need to harness the potential of technological progress and productivity growth, including through social dialogue, to develop new business models, policies and practices to achieve decent work and sustainable development, which ensure dignity, self-fulfilment and a just sharing of the benefits for all. In order to set enterprises on a path to inclusive and sustainable growth and enable them to increase productivity, add value and boost employment, key underlying constraints need to be understood in identified subsectors, markets and value chains. This requires the needs of businesses of all sizes to be addressed with differentiated strategies, with special consideration for the challenges faced by micro and small enterprises.
- 121.** To improve productivity, the gap between actual and potential production must be closed, notably by adopting appropriate business models, fostering innovation and providing access to technology. This requires governments to embrace productivity in a comprehensive manner. To sustain productivity growth and generate decent work, enterprises need to be more resilient in the face of the risks posed by climate change, resource degradation and pollution. Interventions that empower women and youth and that enable the economic inclusion of disadvantaged groups and territories are also necessary, as are measures that enable rural enterprises to overcome barriers to developing their productive and job creation capacities.
- 122.** At the country level, the ILO will support its constituents in:
- working with national and subnational bodies and institutions that play a key role in the enterprise and entrepreneurship ecosystem in order to enhance productivity and improve working conditions, including in selected domestic and global value chains;
  - promoting entrepreneurship, financial inclusion and SME development, particularly for women and for those in vulnerable situations, including youth, displaced populations and refugees, and building capacities for the development of market systems and value chains;
  - providing training on business management for within-enterprise productivity improvements and enabling access to best practices on productive efficiency and innovation dynamics to achieve sustainable development and decent work;
  - implementing initiatives to generate reliable data on decent work in domestic and global supply chains and to enable enterprises along value chains to increase productivity and become more resilient, especially in the context of climate change, through access to relevant financial services and through enhanced capacity to update skills, scale up innovation, adopt green technologies and more energy-efficient and resource-efficient practices, and to generate decent work.

**123.** At the global level, the ILO will:

- develop a conceptual framework for productivity ecosystems for specific domestic and global value chains, and pilot the analysis of market systems from a productivity perspective, with a focus on addressing decent work;
- promote new, inclusive business models for enhancing productivity and generating decent work in domestic and global value chains, and test new tools and the adoption of new technology to improve entrepreneurship ecosystems;
- assess various methodologies to measure labour productivity and work towards a data production proposal for the consideration of the tripartite constituents in order to produce harmonized data and improve monitoring capacities for SDG indicator 8.2.1 on the annual growth rate of real gross domestic product (GDP) per employed person, in collaboration with the Turin Centre;
- in collaboration with the Turin Centre, build the capacity of ILO constituents at the regional and global levels to stimulate productivity enhancements and innovation, including through peer review and mutual learning, and develop a platform to promote enterprise development, job creation and decent work in the green economy and the circular economy;
- conduct research on the effects of the shift to a digital economy on micro, small and medium-sized enterprises worldwide.

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

**124.** Enterprises in the informal economy face significant challenges related to low productivity, lack of access to factors of production and poor working conditions. A set of measures and support services, including for within-enterprise improvements, that increase the development and productivity of enterprises in rural and urban areas will allow them to grow and integrate into formal markets and achieve decent work. Gender-responsive measures will be taken in order to enable women entrepreneurs to shift from marginal income-generation activities to profitable businesses. Productive enterprises are more likely to reap the benefits, and cover the costs, of formalization.

**125.** Supporting an increase in productivity should go hand in hand with policies, legislation and other measures, including the use of new technologies, to eliminate disincentives to formalization, notably for micro and small enterprises, induced by the institutional framework, to make registration and compliance easier and to ensure effective access to rights and social protection for business owners and their workers. Cooperatives and social and solidarity economy units have a particular role to play in facilitating small producers' transition to formality.

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

- conducting gender-responsive diagnoses of informality at the national, regional and sectoral levels to assess the nature and characteristics of informal enterprises and the workers they employ and to identify barriers to and motivations for formalization, with a view to developing evidence-based policy responses and increasing awareness and understanding of the advantages of formalization and decent work;

- developing or revising policies, legislation or other measures to facilitate the transition of enterprises and the workers they employ to the formal economy, and creating integrated packages of benefits and obligations to incentivize the formalization of micro and small enterprises, thereby facilitating compliance with the law and workers' access to decent work;
- promoting access of informal enterprises to relevant and affordable financial and non-financial business development services and to markets, with a view to enhancing productivity and facilitating formalization, paying due attention to the specific challenges in rural areas and those faced by women-led enterprises;
- supporting informal operators to organize themselves in cooperatives or other social and solidarity economy units to improve returns on their activities and facilitate their transition to the formal economy.

**127.** At the global level, the ILO will:

- develop research and comparative analyses on relevant measures to foster the transition of enterprises and the workers they employ to the formal economy;
- enhance the knowledge base on sectoral approaches towards a more formal and green economy and on access of enterprises in the informal economy to domestic and global value chains as an incentive to formalization.

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

**128.** To thrive in a rapidly changing landscape, enterprises need to continually adjust and adapt their way of doing business. At the same time, they can play an effective and impactful role in addressing pressing social and environmental challenges. To fully harness their potential, policies and incentives need to be developed that promote the alignment of business practices with decent work and a human-centred approach to the future of work.

**129.** Efforts are needed to ensure that diverse forms of work arrangements and business practices, including in domestic and global supply chains, leverage opportunities for social, environmental and economic progress. Particular attention must be paid to strategic sectors and the circular economy. Platforms for dialogue between actors at various levels are crucial for discussing opportunities and challenges and stimulating the exchange of good practices.

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

- better aligning policies and practices with the principles of international labour standards and the 2017 ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration), including through the sharing of good practices;
- promoting social dialogue on investment policies and strategies to advocate for foreign direct investment that results in decent work;
- developing or strengthening evidence-based labour-related policies and strategies that encourage responsible business practices in strategic sectors;
- developing programmes on eco-entrepreneurship, green and resilient value chain development, and innovation in green technologies.

**131.** At the global level, the ILO will:

- advocate for the alignment of business practices with the principles of international labour standards and internationally agreed instruments such as the ILO MNE Declaration, the UN Guiding Principles on Business and Human Rights, and the Guidelines for Multinational Enterprises of the Organisation for Economic Co-operation and Development (OECD);
- foster global and regional dialogues on challenges and opportunities for the realization of decent work in domestic and global supply chains, and share knowledge, lessons learned and good practices on advancing decent work in the circular economy in selected strategic economic sectors;
- provide advice and assistance to enterprises on international labour standards through the ILO Helpdesk for Business.

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

**132.** Notwithstanding significant progress over recent decades, most countries around the world face complex challenges in relation to the skills, policies and institutions of work that are required in order for workers and enterprises to seize the opportunities of a world of work that is changing at an unprecedented and accelerated speed.

***Contemporary issues to be addressed***

- 133.** Skills mismatches are a growing challenge in today's labour markets. On the supply side, more than one third of workers in advanced economies suffer from qualification mismatch, with a sizeable wage penalty of 20 per cent compared to their well-matched counterparts. The skills mismatch tends to be higher in developing and emerging countries. In addition, gender inequality in access to vocational training opportunities persists, with female enrolment rates significantly lower than that of men. New technologies will affect workers across industries in both developing and developed countries, with women likely to be hit harder by automation. On the demand side, research shows that, in 2018, 45 per cent of employers could not find people with the right set of skills, an increase from 31 per cent in 2008. However, the availability of skilled workers only delivers part of the solution to the employment challenge. Job creation, wages and working conditions are also of prime importance.
- 134.** These challenges are particularly prominent in low- and middle-income countries, where well-paid jobs may not be forthcoming and skilled workers often have to opt for lower-skilled jobs. Skills mismatches are thus contributing to wider challenges affecting labour markets, including increasing inequality and the lack of decent work opportunities.
- 135.** The quality and relevance of education and training remains an issue in many countries, as many programmes do not deliver the competencies, skills and qualifications required in labour markets. The employability of learners is diluted by weak links between education and training institutions, businesses and social partners. Apprenticeships and other forms of work-based learning that can address these challenges remain underdeveloped and underutilized in many countries.

136. Equal access for all to education and training for lifelong learning also remains a challenge. Workers in diverse forms of work arrangements are often excluded from learning opportunities, with women facing additional discrimination. Occupational sex segregation, often linked to ethnicity and social origin, is a key factor contributing to gender stereotyping in skills acquisition and unequal labour market outcomes. Those in vulnerable situations such as persons with disabilities, migrant workers, refugees, victims of forced labour or modern slavery, workers in the informal economy and those in fragile settings, are often excluded from learning opportunities for various reasons, including geographical and physical barriers, admission criteria that do not recognize non-formal and informal learning, non-inclusive learning environments and methodologies, discrimination and stereotyping.

### ***What needs to change***

137. Addressing these challenges demands a new skills ecosystem that supports implementation of the Human Resource Development Convention, 1975 (No. 142) and the Human Resources Development Recommendation, 2004 (No. 195). Such an inclusive ecosystem recognizes that education, training and lifelong learning are fundamental and should form an integral part of economic, fiscal, social and labour market policies and programmes that create decent jobs and enable all individuals to have access to skills development, allowing them to benefit from the opportunities of a changing world of work.
138. Effective lifelong learning systems require data and intelligence about skills needs. To ensure effective governance and develop sustainable financing models, the ILO constituents must play a stronger role, and partnerships with training and educational institutions are needed. These partnerships should reflect the joint responsibilities of government, employers and workers, enable workers to skill, reskill and upskill, and ensure enterprises invest in training and benefit from the skills that are developed.
139. An approach that engages multiple government institutions and the social partners is crucial to designing and delivering flexible learning options that respond to changing market needs, while leaving no one behind. Such an approach should facilitate the recognition of training delivered by all government agencies and the private sector through flexible qualification systems and develop pathways between different education and training options, including apprenticeships. This would allow the recognition of the skills, competencies and qualifications that all people acquire at work and through non-formal and informal learning. Lifelong learning systems should also develop foundational and core work skills to address attitudinal dimensions and promote adaptability and learning over the life course.
140. To facilitate a smooth transition from school to work and between jobs, appropriate and accessible career and vocational guidance and job-matching services should be put in place. This should be complemented by targeted measures to promote equitable access to skills development by women, as well as by population groups in vulnerable situations, including young people, older workers and migrants.
141. Implemented as a coherent whole, measures that support the development of skills and lifelong learning systems, particularly quality apprenticeships through a whole-of-government approach with the full engagement of the social partners, can create benefits for all, reducing inequality, enhancing employability, meeting enterprise skills needs and raising productivity and wages. The outcome of the 2021 and 2022 International Labour Conference standard-setting discussion on apprenticeships is expected to provide a comprehensive framework for action on this matter.
142. Skills development is a priority for many national and international organizations, including the UN agencies and international and regional financial institutions. The work of many of these organizations focuses particularly on promoting youth employment through skills

development. Within the ILO, the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) and the Turin Centre will continue to be very active in developing and implementing innovative solutions and capacity-development programmes on skills development.

### ***Risks and mitigation measures***

143. Weak economic growth and job creation may affect the demand for skills and worsen the mismatch between jobs and skills, as well as the allocation of resources to training. To mitigate these risks, the ILO will work on both supply and demand measures, and enhance its advocacy for skills and investments in lifelong learning by developing the capacity of the ILO constituents and social dialogue.

### ***The ILO's focus in 2020–21***

Output 5.1. Increased capacity of the ILO constituents to identify current skills mismatches and anticipate future skill needs

144. Skills mismatch and rapidly evolving skills needs present challenges for education and training and labour market policies in countries at all stages of development. Skills and learning choices determine career paths and the professional and personal fulfilment of workers, and influence future economic and social outcomes. These factors demand sharper labour market analysis and enhanced social dialogue on the identification of current and future skills needs. National and international collaboration on skills anticipation can play a key role in addressing these challenges. Areas of intervention include: addressing skills imbalances in strategic sectors; developing digital and core skills and skills for the transition to environmental sustainability; and applying new data-led and innovative approaches to skills anticipation.

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

- increasing their capacities, as well as those of relevant education and training institutions, to identify and anticipate skills needs, taking into account changing patterns in the world of work, in collaboration with the UN agencies and other multilateral and bilateral agencies;
- developing evidence-based, forward-looking skills strategies to address the skills needs of enterprises in strategic economic sectors, integrating digital skills dimensions in skills policies and programmes to reduce the digital divide, and enhancing workers' capacity to make use of the opportunities available for decent work;
- benefiting from regional and global knowledge-sharing opportunities on the identification and anticipation of skills needs through interregional and South–South and triangular exchanges and collaboration; and
- testing concepts and innovative approaches concerning the measurement of qualifications and skills mismatches of persons in employment, in line with the guidelines adopted by the ICLS in 2018, by partnering with countries and international organizations.

146. At the global level, the ILO will:

- develop new research products on data-led identification and anticipation of skills needs through the integration of real-time/big data, labour force surveys and other data



sources, and reconceptualizing skills-anticipation systems in collaboration with regional partners, particularly CINTERFOR; and

- undertake research into and develop tools for anticipating and planning the skills needed to support the transition to environmental sustainability.

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

**147.** Education and training systems are becoming increasingly complex and fragmented. For lifelong learning to meet its promise of being the organizing principle of education and training systems for all people, new skills policies and tripartite multistakeholder governance models and institutions are required. Employers', workers' and education and training organizations from across all sectors can contribute to the development of more integrated and cross-sectoral policies and programmes that also promote gender equality and inclusiveness in skills and lifelong learning systems. Seamless pathways across education and training options are needed, as well as more effective use of digital learning technologies, to broaden and facilitate access to learning for all people, with a particular focus on women and persons in vulnerable situations. Innovative and sustainable financing models with a good mix of financial and non-financial incentives that are linked to social protection systems can ensure the increased participation of workers and employers and provide greater opportunities for lifelong learning, with equitable contributions made by all those who benefit from skills development.

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

- developing and implementing a new generation of skills policies and strategies, through social dialogue, to address the skills needs of all people beyond initial vocational training, with special emphasis on gender equality, inclusion and diversity, and integrate skills policies within the broader context of structural changes at national or regional levels; and
- developing and implementing new equitable and sustainable financing arrangements and incentive systems that support lifelong learning and innovative solutions to skills challenges for all.

**149.** At the global level, the ILO will:

- develop an ILO strategy on skills development and lifelong learning to promote the implementation of the Centenary Declaration, taking into account the findings of the *Independent evaluation of the ILO's strategy and actions to promote skills development for jobs and growth, 2010–15*, examined by the Governing Body in October–November 2016;
- put in place an innovation facility for skills and lifelong learning to support constituents in developing and testing innovative solutions to key skills challenges, in collaboration with the Turin Centre; and
- prepare guides and tools to assist tripartite constituents in promoting effective lifelong learning and quality education for all, covering financing models, mechanisms and incentives, links between lifelong learning and social protection, and between tripartite cross-sectoral governance and coordination mechanisms and institutional arrangements.

Output 5.3. Increased capacity of the ILO constituents to design and deliver innovative, flexible and inclusive learning options, encompassing work-based learning and quality apprenticeships

**150.** To address the needs of enterprises effectively and achieve better employment outcomes for all people, lifelong learning systems, including quality apprenticeships, should support industry transformations that increase demand for skilled workers, ensure the effective utilization of their skills and improve job quality. The growth of online, non-formal and informal learning pathways calls for more robust and inclusive systems of skills recognition that formally certify the outcomes of non-formal and informal learning and facilitate lifelong learning, so that all workers are able to make use of the opportunities available for decent work, particularly women and persons in vulnerable situations. There is also a need to improve delivery methodologies by using project-based learning and digital tools, so that learning is more attractive and accessible and delivered in a cost-effective and efficient manner. Targeted, appropriate and accessible career and vocational orientation and guidance, job matching and post-training support services can facilitate successful transitions from school to work and between jobs.

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

- promoting the use of new and emerging digital technologies to strengthen the delivery, assessment and certification of learning, with emphasis on gender equality and social inclusion;
- diversifying learning options for women through lifelong learning in non-traditional occupations, encouraging young women to engage and remain in science, technology, engineering and mathematics occupations;
- developing, promoting and implementing quality apprenticeships and other forms of work-based learning to ensure that apprenticeships are embedded in the human resource development strategies of enterprises, are responsive to the needs of women and men, and enable workers and enterprises to benefit from experiential learning and the acquisition of relevant skills;
- developing and implementing inclusive policies and systems for the recognition of prior learning, skills recognition and the upgrading of informal apprenticeships, as well as programmes to strengthen basic and core work skills, in collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Generation Unlimited Programme, a partnership led by the United Nations Children's Fund (UNICEF); and
- designing and implementing targeted initiatives to improve access to learning, especially for young persons and for persons in vulnerable situations, by providing outreach, training delivery tailored to the needs of specific groups, counselling, career and vocational guidance, and job-search and post-training support measures.

**152.** At the global level, the ILO will:

- produce a revised framework on core work skills, including digital and foundation skills for employability in collaboration with UNESCO, UNICEF, the International Telecommunication Union and other partners;
- prepare analytical reports on apprenticeships as an input to standard-setting discussions on this item at the International Labour Conference in 2021 and 2022;

- generate knowledge and prepare global tools on: (i) work-based learning and apprenticeships, the integration of vocational guidance and career education into education and training curricula, and the use of innovative digital tools; (ii) the effective implementation of skills delivery and recognition systems and initiatives, including implementation of the mutual recognition of skills pilot project for migrant workers in the Association of Southeast Asian Nations; (iii) social inclusion and gender equality in skills and lifelong learning systems;
- develop capacity-development programmes at global and regional levels, focusing on the management of local technical and vocational education and training institutions in collaboration with CINTERFOR and the Turin Centre, with an emphasis on Africa, Latin America and the Caribbean, as well as on quality apprenticeships and recognition of prior learning;
- implement programmes promoting partnerships on skills and migration, at regional level and in selected migration corridors, in collaboration with the International Organization for Migration and UNESCO.

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

- 153.** The road to substantive equality in the world of work has historically been arduous. Many international commitments have been made and targeted laws and policies put in place across the world to address the hurdles, which have made a tangible difference in the lives of many. The social and economic imperative of an inclusive world of work is now clearly documented and widely acknowledged, but there is a need for a transformative agenda and more accelerated action to make equality in the world of work a reality for all.

### ***Contemporary challenges to be addressed***

- 154.** Despite advances in some areas, including in reducing gaps in educational attainment, there is no room for complacency, as progress towards equality in the world of work appears to be stalling, and in some cases reversing. Those facing multiple and intersecting forms of discrimination are being left even further behind. National approaches to promoting gender equality and broader equal opportunities, where they are fragmented and uncoordinated, have had limited impact.
- 155.** The ILO has generated an important body of new research and data, including in the context of the Women at Work Initiative, which has helped move towards a transformative and measurable agenda for equality. Much more is now known about the causes of and needed responses to gender gaps in the world of work. The new definition of the statistical concept of “work”, included in the landmark resolution adopted by the 19th ICLS (2013), has made visible for the first time what was formerly invisible: unpaid work. These new statistical standards are being integrated into the surveys of many member States, thus making it possible for own production of goods and services, the care economy and volunteer work to impact on policymaking.
- 156.** ILO research shows that most women want to work in paid jobs, but also that persistent gender gaps remain in employment, entrepreneurship, pay and leadership, with a further motherhood penalty in contrast with a premium for fathers. More than 70 per cent of men are employed compared to 45 per cent of women, and women continue to be paid on average 20 per cent less than men with similar educational attainment. Women also hold only 27 per cent of managerial and leadership positions, a figure that has barely shifted in the past

30 years. Female-dominated sectors and occupations are beset by decent work deficits, occupational segregation remains firmly intact, and only 8 per cent of working women in low-income countries are in formal employment. Women perform over three quarters of unpaid care work and represent almost the same proportion in the paid care sectors. Social norms continue to reinforce the role of women as caregivers and men as breadwinners. Women caregivers are more likely to be outside the labour force, and when employed work shorter hours, are often own-account workers, or in informal jobs, and are less likely to be covered by social protection. Undervaluation of care work leads to lower average wages for workers in the care economy sectors, and these workers are also more likely to be exposed to violence and harassment.

- 157.** Progress towards equality for particular groups – including persons with disabilities, indigenous and tribal peoples, ethnic minorities, people living with HIV, lesbian, gay, bisexual, transgender and intersex (LGBTI) people, migrants, and other groups particularly vulnerable to discrimination – has been inadequate. These groups tend to have lower employment rates, be over-represented in the informal economy and have limited prospects for training and career advancement. They are more likely to be exposed to violence and harassment and poor working conditions, and often have no voice in decision-making processes. Indigenous and tribal peoples, and women in the rural economy, have unequal access to and control of productive resources, including land, and less access to finance, technology and markets. These challenges are further exacerbated by the impact of climate change and environmental degradation.

### ***What needs to change***

- 158.** To ensure the social and economic benefits of inclusion (“the diversity dividend”) can be maximized, a human-centred approach is essential. An enabling environment, underpinned by the fundamental principles and rights at work, needs to be secured. To be effective, such an approach should not only ensure the prohibition of discrimination in its many forms, but also value and proactively support equality and inclusion. Harnessing technology and new employment opportunities to promote gender equality and broader equal opportunities for all should be made an explicit policy objective, including by engaging and supporting people through work transitions, ensuring accessibility and promoting lifelong learning. Women and men also need more influence and choice over working time arrangements to better balance paid work and personal life, which can improve individual as well as enterprise performance.
- 159.** To promote a transformative agenda for gender equality, the relationship between unpaid care work and paid work needs to be acknowledged and addressed, by recognizing, reducing and redistributing unpaid care work, and rewarding and representing care workers. This includes investing in a holistic manner in the care economy, which encompasses all forms of care work and comprises both unpaid and paid care workers. A transformative agenda also requires that the value of work is more equitably determined and remunerated, as set out in the ILO’s Equal Remuneration Convention, 1951 (No. 100).
- 160.** Ending violence and harassment in the world of work is also necessary to achieve equal opportunities, respect people’s dignity and promote harmonious and productive relations at work, and promote sustainable enterprises. All actors in the world of work must refrain from, prevent and address violence and harassment. The Violence and Harassment Convention, 2019 (No. 190), and its accompanying Recommendation (No. 206), provide unique international guidance on how to achieve this goal and have created a political momentum for the ILO constituents to provide leadership in this area.

- 161.** Integrated, as well as targeted, measures are needed for particular groups, including those historically discriminated against because of their disability, indigenous or tribal identity, ethnicity, HIV status, sexual orientation and gender identity, and migration status, with a focus on women within these groups, as they are often those left furthest behind. An inclusive world of work that is environmentally sustainable must empower indigenous and tribal peoples, whose traditional knowledge can play a critical role in building low-carbon economies.
- 162.** Dialogue with the ILO constituents and partnerships with key institutions and actors, including within the UN system, will leverage knowledge and resources to strengthen action and catalyse policy influence. The ILO will continue to partner with UN Women and other UN agencies, funds and programmes, as well as other partners, including through the Equal Pay International Coalition (EPIC), the Indigenous Peoples Major Group for Sustainable Development, the United Nations Indigenous Peoples' Partnership, UN-Water, the United Nations Partnership to Promote the Rights of Persons with Disabilities, the ILO Global Business and Disability Network, and as a co-sponsor of the Joint United Nations Programme on HIV/AIDS.

### ***Risks and mitigation measures***

- 163.** Insufficient political commitment and leadership at national level, fragmented responsibilities across ministries, a lack of integration of gender equality and non-discrimination strategies and an absence of targeted strategies affect progress towards gender equality and equal opportunities and treatment for all in the world of work. The ILO will use advocacy and evidence-based research and assistance to foster commitment and informed debate. It will also enhance the Office's ability to deliver by using collaborative methods and ensuring the strategic use of resources, and continuing tracking progress through the gender and other action plans on mainstreaming.

### ***The ILO's focus in 2020–21***

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

- 164.** Demographic changes are driving an increasing demand for care jobs and care policies, including to address child care and long-term care needs. Investment in the care economy needs to be made an explicit objective of employment, macroeconomic, sectoral, internal and international labour migration and social protection policies. Member States, with ILO support, can make progress in this area by: (1) implementing transformative care policies, including providing public quality care services, that promote a more balanced sharing of family responsibilities; (2) promoting investments in care policies and demonstrating their viability and benefits; and (3) strengthening labour protection, decent working conditions, including the transition to formality, and the right to organize and bargain collectively for workers in the care economy.
- 165.** At the country level, the ILO will support its constituents in:
- identifying the care needs of target populations; assessing and promoting investments in the care economy, including in care-relevant infrastructure and through the creation of decent employment opportunities directly in the care economy sectors and indirectly in other sectors;

- building the fiscal, regulatory and technical capacity to design, finance and implement inclusive care policies, including maternity, paternity and parental leave and protections, care services and care-related social protection benefits;
- enhancing the statistical capacity to measure the total work burden, both paid and unpaid work, including by adding light time-use modules to existing labour force surveys;
- designing programmes, through social dialogue, that address decent work deficits in the care economy, particularly among health workers, teachers and domestic workers, including migrant care workers;
- enhancing the capacity of the social partners to contribute to policy development and implementation for a more balanced sharing of family responsibilities.

**166.** At the global level, the ILO will:

- develop a knowledge base to document care-related laws, policies and practices, supporting a better balance between work and family responsibilities, and a guide for workers' organizations on transformative care policies;
- prepare tools and materials to support a global campaign to promote the ratification and implementation of key gender equality international labour standards, notably the Equal Remuneration Convention, 1951 (No. 100), the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), the Workers with Family Responsibilities Convention, 1981 (No. 156), and the Maternity Protection Convention, 2000 (No. 183);
- develop a package of innovative solutions and technical tools to support the ILO constituents in developing investment plans in the care economy and for its workforce, and in designing and financing comprehensive care policies, including family leave and care services, and linkages to national social protection systems, with a guide for the social partners;
- provide enhanced guidance, tools and training to support the measurement of paid and unpaid work in line with the latest statistical standards, with a view to assessing the situation in care-work provision and the impact of policies;
- implement training programmes for the ILO constituents, in collaboration with the Turin Centre, to promote transformative care policies, including strategies for investing in the care economy and enabling a more balanced sharing of family responsibilities.

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

**167.** Women are normally clustered into a narrower range of occupations and sectors than men, often characterized by low pay, low status and exposure to violence and harassment. Such segregation risks becoming further entrenched in light of inequalities in access to strategic and emerging sectors, including in the green and digital economies. A transformative agenda for gender equality must include not only abolishing discriminatory laws, policies and practices, but also developing and strengthening those that actively promote substantive equality in the world of work and women's empowerment, including ensuring equal remuneration for work of equal value, the transition to formality, access to non-traditional and emerging sectors, and a world of work free from violence and harassment.

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

- strengthening their capacity in the use of appropriate data and methodologies to identify, measure and effectively address labour market gender inequalities, including gaps in employment, pay, leadership and social protection;
- developing and strengthening laws, policies and processes to effectively reduce gender gaps, assisting employers' and workers' organizations in participating in these processes;
- developing and supporting action plans to better balance women's and men's respective share in male and female-dominated sectors and occupations, and promoting equal access to jobs in emerging sectors and to leadership positions;
- developing regional road maps and taking targeted action to promote women's social and economic empowerment, with a focus on the rural economy.

**169.** At the global level, the ILO will:

- develop guidance and tools to support the provision of data, in line with recently adopted international statistical standards, to enable the monitoring of gender gaps in decent work opportunities;
- enhance the knowledge base on pay equity, including establishing a common framework and process to measure the gender pay gap;
- further expand membership of and peer-to-peer policy exchanges and knowledge-sharing through EPIC, in partnership with the OECD and UN Women;
- establish an online knowledge platform and training, in collaboration with the Turin Centre, to increase the capacity of the ILO constituents to address discrimination and promote women's empowerment in the world of work;
- develop knowledge products on good practices to promote equal opportunities for women and men to enter strategic and emerging sectors, and to better balance women's and men's respective share in male and female-dominated sectors and occupations, including addressing gender-based violence and harassment.

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

**170.** Violence and harassment in the world of work deprives workers and other persons, including individuals exercising the authority, duties or responsibilities of an employer, of their dignity. It is incompatible with decent work, and a threat to equal opportunities and to safe, healthy and productive working environments. It is exacerbated by current technological innovations, demographic shifts and changes in work organization, and persistent inequalities.

**171.** The Violence and Harassment Convention, 2019 (No. 190), and its accompanying Recommendation (No. 206), provide a clear framework for action. Paving the way for rapid ratification and effective implementation is important to maintain the interest and momentum that have led to its adoption. With a view to supporting member States in ratifying the Convention, there is a need to focus on: increasing the knowledge base on the nature and extent of the various dimensions and forms of violence and harassment; reviewing

relevant regulatory frameworks and practice, and identifying good practices; and supporting the capacity development of the ILO constituents.

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

- ratifying Convention No. 190 and implementing it and its accompanying Recommendation No. 206;
- reviewing national policies, legislation, strategies and interventions that address violence and harassment in the world of work, with a view to identifying gaps and opportunities for improvement in line with Convention No. 190;
- developing and implementing, through social dialogue, inclusive, integrated and gender-responsive plans to address violence and harassment in the world of work;
- increasing their capacity and that of other relevant actors to prevent and address violence and harassment in the world of work, including in the informal economy, with a focus on sectors, occupations and work arrangements where exposure to violence and harassment is higher, and on groups that are disproportionately affected by violence and harassment.

**173.** At the global level, the ILO will:

- develop tools and materials to support awareness raising and a global campaign for the promotion of the ratification of Convention No. 190 and its implementation, as well as the implementation of Recommendation No. 206;
- assess current data availability on violence and harassment in the world work, with a view to developing a new and consistent methodology for measuring violence and harassment in the world of work;
- enhance the knowledge base on legislation, enforcement and remedies, and on workplace good practices on the prevention and elimination of violence and harassment, including those targeting groups particularly vulnerable to violence and harassment;
- implement a training and communication strategy in collaboration with the Turin Centre, encompassing a digital platform for the ILO constituents and other stakeholders to provide easy access to learning, research and information products, and a “global learning forum” on preventing and addressing violence and harassment in the world of work.

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

**174.** Discrimination, stigmatization and related barriers contribute to poorer labour market outcomes for persons with disabilities, indigenous and tribal peoples, ethnic minorities, people living with HIV, LGBTI workers and other persons in vulnerable situations. These groups experience higher rates of economic inactivity, underemployment and unemployment and informality, as well as low remuneration, poor quality jobs, and a lack of social protection. To address these issues effectively requires: enhancing the knowledge base on the various dimensions of discrimination, including violence and harassment, against persons in vulnerable situations, and on the benefits of diversity and inclusion; promoting sound regulatory frameworks, combining traditional and innovative approaches;



and exploring the impact as well as the opportunities that current changes in the world of work, including those related to environmental, climate and technological change, may bring to persons in vulnerable situations.

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

- strengthening and implementing legislation, policies, institutions and measures to ensure non-discrimination and equality of opportunity and treatment for persons in vulnerable situations, and promote inclusion, including preventing and addressing violence and harassment in line with Convention No. 190;
- designing and implementing both disability-specific policies and strategies and those aimed at mainstreaming disability rights in the world of work, in collaboration with employers' and business membership organizations and workers' organizations;
- strengthening data collection and analysis, including through the disaggregation of labour market statistics by disability status;
- designing and implementing rights-based world-of-work policies and programmes on HIV and AIDS, with a focus on prevention, non-discrimination, early diagnosis through confidential voluntary counselling and testing, and enhanced access to HIV-sensitive social protection;
- establishing or strengthening mechanisms, institutions and legislative frameworks for consultations with and the participation of indigenous and tribal peoples, and their economic empowerment, through the effective implementation of the Indigenous and Tribal Peoples Convention, 1989 (No. 169).

**176.** At the global level, the ILO will:

- make available web-based tools and guidance for enhanced ratification and implementation of Convention No. 169;
- develop knowledge, networks and partnerships, including through supporting and further strengthening the Global Business and Disability Network, including on disability rights within green and digital economies;
- enhance knowledge, data and tools, in line with the HIV and AIDS Recommendation, 2010 (No. 200), on HIV-based discrimination, social protection, and prevention measures, including confidential voluntary counselling and testing;
- develop knowledge products on good practices to promote diversity and inclusion as a strategic business priority, and enhance workplace culture and access to equal opportunities;
- implement a gender equality, diversity and inclusion change management and learning programme, in collaboration with the Turin Centre, to support the capacity of the ILO constituents to address these issues in an integrated manner.

## **Outcome 7: Adequate and effective protection at work for all**

**177.** There have been significant improvements in the working conditions and working lives of millions of people around the world. The increased recognition of, and respect for, workers' rights, notably freedom of association and the effective recognition of the right to collective

bargaining, have helped to give workers a voice in relation to their work. The prevalence of child labour has dropped significantly, annual working hours have fallen, average wages have increased and larger numbers of women are in paid employment. Advances in technology have permitted many to work any time and anywhere, and have allowed workers with family responsibilities and people with disabilities to earn an income.

### ***Contemporary challenges to be addressed***

178. Notwithstanding the significant progress that has been made, ongoing structural transformations in the world of work are generating new challenges that come on the back of existing ones, challenging the achievement of social justice.
179. For too many, freedom of association and the right to effective collective bargaining and non-discrimination and equality remain a distant reality. Around 152 million boys and girls are still in child labour and 25 million people are in forced labour. Every year, 2.78 million workers die from occupational injuries and work-related diseases, 374 million workers suffer from non-fatal occupational injuries, and psychosocial risks are on the rise. Work-related violence and harassment is pervasive, and women and girls are disproportionately affected. Low wages and long working hours remain the reality for millions of workers who struggle to make ends meet.
180. Changing production and business models, the emergence of a multiplicity of work arrangements and digital transformation have created new opportunities and added new challenges, including with regard to the protection of privacy and personal data. Some workers, particularly migrant workers and workers in the informal economy, experience these problems more acutely.

### ***What needs to change***

181. To tackle these challenges effectively, fundamental principles and rights at work should be universally respected as a foundation of decent work and inclusive growth. By levelling the playing field across countries and enterprises, they contribute to fair competition and sustainable enterprises. To make these principles and rights a reality for all, the reduction of child labour and forced labour needs to be accelerated, including through an integrated strategy to fundamental principles and rights at work, as called for by the International Labour Conference at its 106th Session (2017). More vigorous action is required to ensure that the fundamental principle and right at work of freedom of association and collective bargaining is anchored in national law and practice worldwide, and that those most in need are afforded a voice and representation.
182. While indispensable, the realization of fundamental principles and rights at work is insufficient to bring about and sustain improvements in everyone's working life and to ensure a fair share of the fruits of progress to all. People need to be adequately rewarded for their work efforts, have sufficient time to spend with their families and communities, and work in a healthy and safe environment. This requires strengthening institutions of work, including by setting adequate minimum wages (statutory or negotiated), establishing maximum limits on working time, and ensuring safety and health at work. Safe and healthy working conditions are fundamental to decent work and to sustainable enterprises. Decent working conditions also provide a shield against child and forced labour.
183. For labour protection to be effective, it needs to be inclusive and must cover all those who work. There are 2 billion workers in the informal economy, of which 671 million are employees. Facilitating their transition to the formal economy, while improving existing livelihoods during the transition, is crucial to realizing decent work for all. Decent work

should also be made a reality for workers in diverse forms of work arrangements, especially those where protection is uneven and often inadequate. To achieve this, protection against discrimination and access to freedom of association and collective bargaining in law and practice need to be effective. For example, employment misclassification needs to be addressed through effective compliance with the law, thereby reaffirming the continued relevance of the employment relationship, and wages and other working conditions need to be set through the effective recognition of the right to collective bargaining, taking into account the legitimate needs of both workers and employers.

- 184.** Migrant workers face additional and distinct barriers to the enjoyment of labour protection, which demand specific responses. Estimated at 164 million, half of them women, their number is likely to grow in view of ongoing demographic shifts and as a consequence of climate change. There is a need for more inclusive institutions of work to provide for the equal treatment of migrant workers and to ensure the effective protection of their rights and working conditions. Labour market policies and migration policies should be better articulated, to ensure that labour shortages are filled, while decent conditions of work are afforded to both nationals and migrants. Fair and effective labour migration frameworks need to be developed, through social dialogue and intergovernmental cooperation within and across borders, to advance equality of treatment for migrant workers, prevent human rights abuses and social dumping and promote compliance with international labour standards.

### ***Risks and mitigation measures***

- 185.** While there is a general recognition of the magnitude of the challenges that exist with respect to ensuring protection at work for all and of the importance of addressing the root causes of those challenges, there are also cases of policy incoherence and insufficient political commitment to agree on effective and efficient measures and solutions. External economic, demographic and environmental factors increase the pressure on labour markets, disproportionately affecting those that are in more vulnerable situations. The ILO will use advocacy and evidence-based research and will enhance its delivery capacity by drawing on collaborative working methods, including through the provision of a social dialogue platform. Programmes and technical assistance provided by the ILO will be aimed at ensuring effective protection for all workers and will include specific measures to address the needs of the more vulnerable.

### ***The ILO's focus in 2020–21***

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

- 186.** Millions of workers and employers live in countries that have not yet ratified the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). Many of them still face persistent discrimination, and progress on the elimination of child and forced labour has slowed down in recent years. The implementation of an integrated strategy on fundamental principles and rights at work will be promoted at the country and sectoral levels, demonstrating their mutually reinforcing nature, as stipulated in the 1998 ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up. At the same time, efforts towards the ratification and implementation of Conventions Nos 87 and 98 will be boosted. To accelerate the eradication of child and forced labour, measures to scale up effective responses, test new solutions and review and adapt existing tools will be promoted in the context of the ILO's coordination of activities across the UN system, in view of the

resolution adopted by the UN General Assembly declaring 2021 the International Year for the Elimination of Child Labour.

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

- developing stronger policies, action plans and legal frameworks to promote freedom of association and the effective recognition of the right to collective bargaining, eliminate discrimination at work, abolish child labour and eliminate forced labour, through integrated approaches to realizing these fundamental principles and rights and with the effective cooperation of the social partners;
- ratifying fundamental Conventions, with particular emphasis on Conventions Nos 87 and 98 and the Protocol of 2014 to the Forced Labour Convention, 1930, identifying specific gaps in law and practice and innovating solutions to close them, drawing on the new statistical work on SDG indicator 8.8.2 on labour rights, as part of the Office-wide strategy for universal ratification;
- developing better data and knowledge about the prevalence of violations of fundamental principles and rights at work and effective responses, including sex-disaggregated data, by implementing the latest statistical resolutions and guidelines on child labour, forced labour and related SDG indicators;
- strengthening institutions and partnerships to protect the fundamental principles and rights of workers in key domestic and global supply chains, with particular focus on the garment and cotton supply chains, mining and agriculture, including through gender analysis and gender-responsive policies and programmes;
- eradicating child and forced labour in Alliance 8.7 pathfinder countries through stronger national partnerships in the framework of Alliance 8.7 and through the International Programme on the Elimination of Child Labour and Forced Labour (IPEC+) flagship programme, and achieving compliance with fundamental principles and rights at work in the global garment industry by scaling up the Better Work flagship programme;
- in countries affected by conflict, natural disasters and other humanitarian emergencies, protecting workers from violations of their fundamental principles and rights at work through targeted and gender-responsive interventions.

**188.** At the global level, the ILO will:

- update policy guidance and tools, adapted to the changing environment, to assist constituents in ratifying and implementing the fundamental Conventions, drawing on good practices;
- prepare new global reports and estimates on child labour, based on annual reporting on SDG indicator 8.7.1, to be incorporated in the ILOSTAT database, and forced labour, based on latest ICLS resolutions and guidelines, and develop and pilot test methodologies to gather data on non-discrimination in employment and occupation;
- further strengthen international commitment to action and assess progress made in the context of the next global conference on the sustained eradication of child and forced labour (2021) and the International Year for the Elimination of Child Labour (2021), with the involvement of Alliance 8.7 partners;
- conduct research on the contribution of labour provisions in trade agreements to the realization of fundamental principles and rights at work, as called for in the resolution

adopted by the International Labour Conference in 2017, with particular regard to labour-intensive industries, supply chains, gender issues and workers who may be in vulnerable situations, such as migrant workers;

- foster exchanges on trends, experiences and policy recommendations on the future of work in labour-intensive industries and global garment and cotton supply chains, mining and agriculture, with a focus on policy coherence.

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

**189.** Persisting and longstanding occupational hazards, psychosocial risks, including those stemming from violence and harassment, and new risk factors, including those related to climate change, technology, changing demographics and work organization, lead to a high number of occupational fatalities, injuries and work-related diseases with severe human, economic and social impacts. Progress in building a preventative, gender-responsive culture for healthier and more productive enterprises, and in reducing pressure on workers' compensation costs, requires a holistic, human-centred and participatory approach at the global, national and workplace levels. Such an approach should: (a) cover all the infrastructures of national OSH systems; (b) integrate OSH in national development frameworks; (c) strengthen synergies with public health systems, including on the prevention of non-communicable diseases; (d) extend OSH coverage to all; (e) promote sound workplace OSH management systems, including in respect of psychosocial risks, especially those stemming from violence and harassment; and (f) promote the right to organize and bargain collectively. The Safety + Health for All flagship programme, and its Vision Zero Fund, will be a major vehicle through which country-level and global actions will be delivered. In the follow-up to the resolution on the Centenary Declaration, the Office will also develop proposals for the Governing Body's consideration for including safe and healthy working conditions in the ILO's framework of fundamental principles and rights at work.

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

- ratifying international labour standards on OSH, notably the Occupational Safety and Health Convention, 1981 (No. 155), the Occupational Health Services Convention, 1985 (No. 161), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and adopting effective OSH legislation in line with ratified standards as a basis for the promotion of a preventative safety and health culture;
- developing national policies and programmes to reinforce national OSH systems and infrastructures in order to mitigate persisting and emerging OSH risks. This includes: strengthening research on emerging risks; improving reporting and notification systems and OSH data; developing the skills of OSH professionals and integrating OSH into technical and vocational education and training; sharing good practices on innovative OSH legislation; reinforcing health promotion in the world of work; developing targeted strategic compliance programmes; and enhancing the capacities of labour inspectorates;
- establishing interministerial collaboration to encourage coherent national policies and programmes to address safety and health at work, especially between ministries of labour, health and the environment, in order to manage issues such as work-related diseases, chemical safety, and the environment and climate change;

- promoting the adoption of comprehensive OSH management systems at the workplace that integrate the assessment of psychosocial risk factors, including those stemming from violence and harassment and new work arrangements;
- developing their institutional capacities including those of OSH institutes and occupational health services, and collaborating with academic institutes in order to manage more effectively emerging and persistent risks to safety, health and well-being at work.

**191.** At the global level, the ILO will:

- strengthen global and regional networks and partnerships for greater outreach and more effective prevention, including through the organization of the XXII World Congress on Safety and Health at Work (Toronto, October 2020), a global campaign for the World Day for Safety and Health at Work, and joint action with the World Health Organization (WHO) and the International Social Security Association (ISSA);
- conduct research and elaborate policy-oriented briefs and reports on new risks, including those stemming from the impact of technology, new forms of work and psychosocial hazards, as well as those in the informal economy;
- carry out preparatory work towards the possible inclusion of safe and healthy working conditions in the ILO's framework of fundamental principles and rights at work;
- develop new OSH data collection methodologies leading to the establishment of internationally agreed statistical methods for future adoption, while continuing to collect and disseminate data on occupational injuries based on SDG indicator 8.8.1;
- prepare a new plan of action on chemicals in the world of work and guidelines on the management of chemical, biological and ergonomic risks to inform the ongoing review of OSH-related standards in the context of the Standards Review Mechanism; prepare codes of practice through expert meetings on safety and health in the construction and textile, clothing, leather and footwear sectors, respectively; and prepare joint guidelines with the International Maritime Organization for the medical examination of fishers;
- enhance the knowledge base on OSH legislation and OSH management systems addressing violence and harassment and facilitate the exchange of information on national, sectoral and workplace initiatives;
- prepare capacity-building materials and information on good practices to be disseminated through conferences, workshops and communities of practice across countries and using new technologies, including online platforms, virtual and augmented reality technologies, and participatory training techniques, in cooperation with the Turin Centre.

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

- 192.** Millions of workers around the world, including in domestic or global supply chains, continue to work for wages that are too low to cover adequately their basic needs, or have to work excessive overtime to make ends meet. As called for by the Centenary Declaration, efforts to establish or strengthen minimum wage systems, review their levels, improve their articulation with collective bargaining, and ensure that they provide adequate protection to all wage workers regardless of their contractual arrangements, will need to be stepped up. Stronger measures are also needed to implement overall wage policies that ensure a fair share of the benefits of progress to all. Equally necessary are measures to ensure the effective

regulation of working time to prevent excessively long hours of work and promote working-time arrangements that allow women and men to achieve a better work–life balance, while enabling workers and employers to agree on solutions that take into account their respective needs and benefits.

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

- designing and operating adequate minimum wage systems, statutory or negotiated, in line with the key principles of the Minimum Wage Fixing Convention, 1970 (No. 131), and the outcome of the 2014 discussion by the Conference Committee on the Application of Standards of the General Survey concerning minimum wage systems;
- reviewing and adjusting minimum wage levels to ensure adequate protection from unduly low pay, taking into account the needs of workers and their families as well as economic factors, together with related or otherwise relevant empirical evidence;
- strengthening the articulation between minimum wages, statutory or negotiated, and collectively agreed wages above the established floor, with a view to progressively achieving greater wage equality in line with SDG target 10.4;
- strengthening laws, policies and measures regarding working-time limits and their implementation, with attention being paid to groups of workers, sectors and types of enterprises at risk of excessively long working hours;
- developing and implementing, through social dialogue, national laws and policies that promote flexible working-time arrangements (for example, flexitime and compressed workweeks) and other work arrangements (for example, telework) that support better work–life balance while taking account of the needs of enterprises and organizations, and provide for decent work.

**194.** At the global level, the ILO will:

- prepare a new edition of the *Global Wage Report*, providing new evidence on the adequacy of minimum wages around the world and the effect of minimum wages in respect of reducing inequalities in the bottom half of the wage distribution;
- convene a meeting of the Subcommittee on Wages of Seafarers of the Joint Maritime Commission in the first half of 2021 with the purpose of updating the minimum monthly basic wage figure for able seafarers, to take effect as of 1 January 2022;
- enhance the knowledge base on working time and prepare a global report on working time around the world, providing a comprehensive statistical analysis of long hours, short hours, very short hours and related issues, supplemented by an analysis of actual working hours compared to preferred working hours and the effects of matches or mismatches in that regard on work–life balance.

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

**195.** Transformations in the world of work can result in situations of employment misclassification that lead to the erosion of the employment relationship, and new forms of work that do not always afford adequate labour protection. These transformations affect workers in diverse forms of work arrangements, such as temporary labour or dependent self-employment, and workers in new forms of work associated with digital transformation.

Tailored approaches to enable these workers to enjoy adequate protection in accordance with the Decent Work Agenda will be developed. Emphasis will be placed on avoiding misuses of work arrangements, strengthening collective bargaining and adapting social protection systems. Knowledge will be deepened on how to attain decent work for workers in platform work and policy measures will be explored to ensure enhanced privacy and data protection for all workers. Workers in informal employment face some of the most serious and stubborn deficits in respect of labour protection. Activities on formalizing work in households, notably domestic work, and informal jobs in formal enterprises will therefore be scaled up.

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

- conducting gender-responsive diagnoses to assess regulatory and compliance gaps in labour protection for workers in diverse forms of work arrangements, including those associated with digital transformation;
- adopting policies, legislative reforms and other measures to ensure adequate and effective protection to workers in diverse forms of work arrangements;
- conducting gender-responsive diagnoses on workers in informal employment engaged in formal enterprises or in households, and assessing the incidence of such employment, the forms of informality and the drivers;
- developing and revising integrated policies, legislation and compliance mechanisms to facilitate the transition to formality of workers in informal employment engaged in formal enterprises or in households;
- ratifying and implementing the Domestic Workers Convention, 2011 (No. 189), and implementing the Domestic Workers Recommendation, 2011 (No. 201), and the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204);
- building the capacity of workers' organizations to provide services to domestic workers and workers for whom home is the workplace.

**197.** At the global level, the ILO will:

- undertake research on ways to strengthen labour protection for workers in diverse forms of work arrangements, particularly platform work;
- update ILO research on worker privacy and personal data protection in order to support the development of policy recommendations;
- further advance the production of statistical information on women and men in the informal economy in relation to SDG indicator 8.3.1, contributing to the revision of the statistical methodology to capture the changing nature of informal work to be endorsed by the next ICLS, in 2023;
- update the participative method of labour inspection in the informal economy and develop a model of integrated strategies for compliance to address informal wage employment and employment misclassification;
- elaborate reports on the incidence and implications of having the home as a workplace and on the progresses made on improving the working conditions of domestic workers during the last decade.



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

**198.** Migrant workers contribute to economic and social development. Yet, they often face inequality of opportunity and treatment, lack adequate labour and social protection, and are subject to discrimination, violence and harassment, including during the recruitment process and along global and domestic supply chains. They are more likely to be employed in diverse forms of work arrangements and the informal economy. Demographic, climate and technological changes and conflict drive labour migration and displacement in ways that pose new challenges to their labour rights and working conditions.

**199.** The ILO will deepen and scale up its work on international labour migration and broaden its leadership role to ensure wider adoption of institutional and policy frameworks and the delivery of improved services based on solid evidence, labour market needs, social dialogue, and labour standards. Systems changes to ensure that migrant workers and refugees at all skills levels enjoy equal treatment and access to decent work through their life transitions will be promoted.

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

- formulating and strengthening, through social dialogue, national, bilateral, regional and multilateral labour migration frameworks that are rights-based and gender-responsive, including through the promotion of the ratification and implementation of relevant international labour standards;
- strengthening their capacity, in partnership with other stakeholders, to effectively advance labour migration policies and services that are non-discriminatory, including through interregional and intraregional dialogue;
- eliminating worker-paid recruitment fees and related costs, preventing trafficking and forced labour, and making progress towards more responsible and transparent recruitment practices, including across global and domestic supply chains, through fair recruitment frameworks at various levels;
- supporting the implementation and dissemination of the ICLS Guidelines concerning statistics of international labour migration and the methodology for measuring recruitment costs for SDG indicator 10.7.1;
- applying ILO intervention models and operational practices in respect of the labour market integration and reintegration of migrant workers, including refugees and displaced persons and those affected by climate change who are working or employed in countries other than their own, working in parallel with host communities.

**201.** At the global level, the ILO will:

- provide guidance on developing and implementing rights-based bilateral labour agreements, including to promote fair recruitment;
- generate and disseminate knowledge, including analysis on pay differentials by gender and migrant status and on the impacts of temporary labour migration, good practices on measures to address irregular migration and ways to enhance freedom of association and collective bargaining for migrant workers, and a global guide on the formulation of labour migration policies;

- develop and disseminate guidance for policymakers, practitioners and the private sector on the scope, purpose and implications of international labour standards relating to migrant workers, in order to dispel misconceptions and promote effective implementation in line with the resolution concerning fair and effective labour migration governance, adopted by the International Labour Conference at its 106th Session (2017);
- update the global and regional estimates on migrant workers and the international labour migration statistics database;
- undertake joint actions with other agencies and actors at the global and regional levels, including with the UN Network on Migration and Migration Multi-Partner Trust Fund, to broaden and strengthen the delivery of ILO approaches, tools and guidance on labour migration, and to develop global and country-level interventions through the Global Skills Partnership on Migration.

**Outcome 8: Comprehensive and sustainable social protection for all**

**202.** Social security is a human right and key to advancing social justice, promoting inclusive growth and achieving the SDGs. It lifts people out of poverty and reduces vulnerability and inequality. It supports transition of workers and enterprises to the formal economy, which in turn strengthens the financial and economic sustainability of social protection systems. By enhancing income security and effective access to health and other social services, social protection fosters higher labour productivity and empowers people to take advantage of economic opportunities and engage in decent and productive employment, including active ageing. In times of crisis, social protection is a key to stabilizing aggregate demand and enabling the structural transformations of national economies and labour markets. Social protection also fosters social cohesion and lasting peace and is conducive to the development of sustainable enterprises.

### ***Contemporary challenges to be addressed***

**203.** Despite significant progress in the last few decades, only 29 per cent of the world's population enjoys comprehensive social protection, while 55 per cent has no access at all. Most of the excluded work in the informal economy and many are locked in a vicious cycle of vulnerability, poverty and social exclusion. This is prejudicial to countries' economic and social development. Ageing, globalization, labour migration, digitalization and climate change pose new challenges in relation to the adequacy and financial and economic sustainability of existing systems, while creating opportunities for the future development of social protection in a way that responds to the more frequent life and work transitions of workers and employers.

### ***What needs to change***

**204.** To make the right to social security a reality for all, and to provide universal access to comprehensive, adequate and sustainable social protection, it is necessary to: (a) further develop national social protection strategies that are underpinned by political and budgetary commitments to ensure strong social protection systems, including social protection floors; (b) implement both contributory and non-contributory schemes that protect people from life-cycle risks – including health care, child and family benefits, maternity protection, unemployment and employment injury insurance, sickness, old-age, disability and survivors' pensions, and access to long-term care – and prevent poverty and vulnerability; and (c) build and improve the financial and administrative governance of national social

protection systems to ensure their long-term economic sustainability. To promote a human-centred future of work, member States need to adapt their social protection systems so that they can continue to protect workers and enterprises, while enabling them to seize new opportunities. This can be achieved through integrated approaches and coordination with employment and other policies.

- 205.** These changes can only be realized through a systemic approach under the ILO's flagship programme on Building Social Protection Floors for All, and with the active contribution of national and international stakeholders. The ILO will continue to promote multi-stakeholder partnerships to mobilize resources, improve policy coherence and increase impact, including the Social Protection Systems and Floors Partnership for SDG 1.3, the UN Social Protection Floor Initiative jointly led by the ILO and the WHO, and the Social Protection Inter-agency Cooperation Board. Partnerships with international financial institutions, such as the Global Partnership for Universal Social Protection, which is jointly led by the ILO and the World Bank, will be central to building economically and financially sustainable social protection systems.

### ***Risks and mitigation measures***

- 206.** In many member States, fiscal space to ensure the sustainability of social protection systems is still insufficient. In others, governments may not have a long-term vision and a coherent approach to social protection, or there may be limited understanding of the importance of international labour standards and social dialogue beyond the ILO tripartite constituents, which in any case are often not adequately consulted when social protection systems are designed or reformed. The ILO will mitigate these risks by increasing its support to governments on sound public finance management and by building the economic case for social protection. It will also further engage with governments and the UN system to promote a systemic and coherent approach to social protection, while continuing promotional efforts towards the ratification and application of up-to-date social security standards.

### ***The ILO's focus in 2020–21***

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

- 207.** In order to realize the right to social security for all, a country's vision for the development of social protection must be translated into a national strategy, policy or legal framework and developed through tripartite social dialogue. Such a vision must also reflect the ILO's two-dimensional extension strategy; in other words, the extension of social protection must be carried out through a nationally-defined social protection floor that guarantees at least a basic level of social security for all (horizontal dimension) and must progressively ensure higher levels of protection to as many people as possible (vertical dimension). Based on this strategy and on concrete commitments to increase the fiscal space, countries, with support from the ILO, other UN organizations and international financial institutions, should design sustainable social insurance and social assistance schemes and adopt legal frameworks to progressively cover all groups of the population, including rural economy workers, workers in diverse forms of work arrangements, workers in SMEs, own-account workers, migrant workers and other groups in vulnerable situations.

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

- formulating and adopting national social protection policies and strategies, including to ensure adequate and sustainable financing for social protection;
- designing or reforming the legal framework for social protection and social security schemes with a view to extending coverage, ensuring equality of treatment, enhancing comprehensiveness and sustainability and increasing the adequacy of benefits;
- designing or reforming the legal framework to include the right to employment injury benefits and moving away from employer-liability systems towards employment injury insurance, through the ILO's Global Programme on Employment Injury Insurance and Protection;
- ratifying and applying the Social Security (Minimum Standards) Convention, 1952 (No. 102), and other up-to-date social security standards;
- strengthening their capacity to participate in national policy debates on social protection, in order to design, implement and monitor social protection systems and schemes embedded in law, and ensuring their fiscal, financial and economic sustainability, in collaboration with the Turin Centre;
- strengthening key partnerships for the design of strategies, policies and schemes, and for ensuring adequate and sustainable financing at the national level, including with relevant line ministries and international financial institutions.

**209.** At the global level, the ILO will:

- organize a tripartite meeting on pension trends and reforms, with a focus on the sustainability of social security schemes, and develop the report for the recurrent discussion on social protection (social security) at the International Labour Conference in 2020;
- promote and apply new ILO good practice guides and produce a set of new online quantitative models to develop sustainable social protection policies to extend coverage and enhance benefit adequacy;
- develop an engagement strategy with international financial institutions to promote the ILO's rights-based approach to social protection in line with international labour standards and further develop regional and global networks and initiatives, including the Social Protection Inter-agency Cooperation Board, the Global Business Network for Social Protection Floors, and the Social Protection, Freedom and Justice for Workers Network;
- conduct research to assess whether and how investments in social protection systems contribute to macroeconomic stability and improved measures of economic growth, social inclusion, equality and well-being.

**Output 8.2.** Increased capacity of the member States to improve the governance and sustainability of social protection systems

**210.** Although many countries have relatively high levels of legal coverage, effective coverage is still lagging behind. The majority of the over 2 million workers who die annually due to work-related accidents or diseases do not receive any employment injury insurance. Ensuring that social protection effectively covers people and leaves no one behind requires

the development and improvement of administrative systems for registration, eligibility verification, collection of contributions, case management and distribution of benefits, complaints and appeals mechanisms, and awareness-raising for social protection, in line with ILO principles and standards and based on social dialogue. Guaranteeing effective protection also requires periodic actuarial reviews to identify measures to ensure the sustainability of the systems while preserving the adequacy and predictability of benefits. Monitoring and evaluation are needed to keep track of the progress made towards achieving universal coverage and relevant SDG targets, to improve policy design and address implementation issues. The potential of digital technology to increase the efficiency and effectiveness of social protection systems needs to be explored and harnessed.

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

- improving the governance, institutional coordination (for example, with ministries of finance, tax authorities and labour inspectorates) and administrative capacities of social protection systems, including through the use of digital technologies;
- improving the financial management and fiscal, financial and economic sustainability of social security schemes, in particular but not limited to pension reforms, so that they are adequate and adapted to developments in the world of work;
- building national statistical capacities to produce and report on SDG indicator 1.3.1 on social protection coverage as well as on other relevant SDG indicators, based on harmonized definitions, concepts and sources, and in compliance with ILO social security standards;
- strengthening their capacity in the field of institutional coordination for social protection/security, administrative and financial governance, awareness-raising and education, in collaboration with the Turin Centre.

**212.** At the global level, the ILO will:

- develop annual updates of the World Social Protection Database, including a new module on social health protection, and report annually on SDG indicator 1.3.1 to the UN Statistics Division following the agreed methodology;
- prepare the 2020–22 edition of the *World Social Protection Report*;
- conduct research on the role of social dialogue in the design, financing and implementation of improved and sustainable systems of social protection, and on the performance and sustainability of national pension systems;
- develop new guides on social protection education, single window services and the use of the Social Security Inquiry, as well as new inter-agency social protection assessment tools on management information systems and cash transfers, and on adequacy of benefits;
- carry out capacity development programmes for social protection leaders and practitioners and elaborate specific resource packages for workers and employers, including on improving compliance and new country and policy briefs, and further apply the ILO results and impact measurement tool to country projects;
- launch a comprehensive training programme on employment injury insurance and protection, in partnership with the Turin Centre.

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

**213.** The transformations in the world of work, persistent informality and new forms of employment generate more frequent life and work transitions, including transitions from school to work, transitions associated with labour mobility, active ageing, labour migration, parenting, employment injury rehabilitation and return to work for victims of work accidents, and transitions from the informal to the formal economy. Responding to these transitions requires the adaptation of social protection systems so that they are part of integrated policy responses, and increased bilateral and multilateral collaboration in order to provide the protection needed by workers and employers while facilitating structural transformations and ensuring the sustainability of social protection systems. Responses include, for instance: unemployment insurance linked to job placement and skills training; reforms of pension systems and measures to facilitate active ageing; child care and long-term care systems to enhance women's participation and gender equality; and employment injury insurance linked with rehabilitation and retraining.

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

- formulating and adopting gender-responsive and disability-inclusive policies that integrate social protection/security with skills and employment measures, and implementing them through coordinated delivery mechanisms, to support workers and employers during life and work transitions;
- formulating and adopting measures integrating social protection with employment, wage or fiscal policies in order to effectively support transitions to the formal economy and the extension of social protection coverage to workers in diverse forms of work arrangements, including platform work;
- formulating and adopting social protection policies and measures to protect workers and their families affected by economic, natural and other shocks, including climate change and environmental degradation, thereby facilitating a just transition to greener economies;
- developing and implementing bilateral and multilateral social security agreements, unilateral measures including social protection floors, and incorporating social protection provisions into bilateral labour agreements in order to protect current and returning migrant workers and their families, asylum seekers and refugees;
- developing and implementing strategies to ensure the adequate and sustainable financing of these measures based on principles of solidarity and broad risk pooling that take into account transformations in the world of work.

**215.** At the global level, the ILO will:

- design guidelines on how to ensure the compliance of digital platforms with the social security legislation of the countries of residence or employment of workers;
- develop quantitative models to assess the compliance of social security systems and reform scenarios, notably in respect of pensions, with ILO principles and minimum standards, using available data;
- conduct research on how governments can adapt and strengthen social protection systems, especially unemployment insurance, in the context of a just transition to

environmental sustainability, and on employment injury insurance measures for affected workers;

- assess country experiences and develop guidance that can support countries in adapting their social protection systems to the changing world of work, protecting them against new risks and exploring new avenues for their development.

## An overview of regional contexts

**216.** The ILO's work in each region will be framed within the context of the Centenary Declaration and the 2030 Agenda. The ILO's response will take account of country-specific contexts and decent work challenges in relation to the eight policy outcomes, and will reflect constituents' demands as expressed, principally, in Decent Work Country Programmes and Regional Meetings. Strengthening the capacity of the tripartite constituents and promoting the ratification and implementation of international labour standards will be common goals across all regions. There will be a strong focus on support to constituents to engage in the UN Cooperation Frameworks at the country level, UN Development Group mechanisms at the regional level, and reporting on the SDG global indicators monitoring framework. Priority will also be given to intensifying the ILO's engagement within the multilateral system with a view to strengthening policy coherence, particularly in cooperation with relevant regional economic bodies, institutions and networks. The context in each region is outlined below.

### Africa

**217.** Although the economies of the Africa region are expected to grow in the 2020–21 biennium, the combined effects of population growth, unabated urbanization, climate change, migration and longer life expectancy might bring about a decline in the rate of rural employment, and an increase in the already very high level of informal employment, which is the main source of jobs in the continent. Social protection coverage has grown significantly during the last decades, thereby contributing to reducing the levels of extreme poverty in sub-Saharan Africa. However, 82 per cent of women and men in Africa remain without access to social protection benefits, and the rate is especially pronounced in rural areas. Despite economic and social progress in many countries, the incidence of poverty, inequality, informality and under- and unemployment remains high. Moreover, many African economies suffer from low productivity and are excessively reliant on extractive industries and the export of unprocessed agricultural products.

**218.** Pending the conclusions of the 14th African Regional Meeting in December 2019, and building on intensive consultations with representatives of the tripartite constituents of Africa, the ILO's work in the biennium will pay attention to:

- creating productive and decent employment for young women and men through the promotion of an enabling environment for entrepreneurship and sustainable enterprises, in particular micro, small and medium-sized enterprises, while harnessing the potential of technological progress and productivity growth in the context of economic, social and environmental transformations;
- promoting skills, competencies and qualifications for all workers throughout their working lives, including addressing existing and anticipated skills gaps, paying particular attention to ensuring that education and training systems are responsive to labour market needs, and supporting efforts to promote the transition from the informal to the formal economy, with due attention to rural areas;
- developing and enhancing social protection systems that are adequate, sustainable and adapted to developments in the world of work, and strengthening labour market institutions, particularly labour administration and inspection;



- deepening and scaling up action on labour migration, in order to improve the lives of the 15.9 million female and male migrant workers and their families living in Africa, and on eradicating forced labour and child labour.

## Arab States

**219.** Protracted geopolitical uncertainty and, in some cases, armed conflicts continue to inhibit socio-economic development in the Arab States region. Economic growth is expected to slow down, following recovery driven by stronger activity in the non-oil sectors in the countries of the Cooperation Council for the Arab States of the Gulf (GCC) and continuing public investments. The region has a large proportion of migrant workers, while forced migration and internal displacement remain a central issue in conflict-affected countries. Women continue to face less favourable labour market conditions than men, and narrowing gender disparities remains a challenge. Young people are also disproportionately affected by unemployment and, here too, there are considerable gender gaps. Despite the expansion of social security programmes, their scope and coverage remain insufficient, especially for women. The refugee crisis and political instability in the region, together with fiscal consolidation efforts, often exacerbate structural labour market deficits and result in greater vulnerability of workers.

**220.** The ILO's work will further support the implementation of the conclusions of the 16th ILO Asia and the Pacific Regional Meeting (2016) and will pay attention to:

- creating an enabling environment for sustainable economic and social development, including comprehensive job creation and private sector development, with particular emphasis on women and youth, as well as interventions to promote structural transformations for the expansion and diversification of the non-oil private sector in GCC countries;
- creating and extending social protection floors by establishing or increasing their coverage and financial sustainability, and devising measures to ensure that migrant workers and refugees enjoy equal treatment and access to decent work;
- strengthening labour market institutions, social dialogue and independent and representative employers' and workers' organizations;
- enhancing compliance with international labour standards, with a particular focus on promoting the ratification of, and compliance with, the fundamental and governance Conventions, and actions to support the fight against child labour in crisis-affected countries.

## Asia and the Pacific

**221.** Two decades of strong economic growth coupled with the world's highest employment-to-population ratios and lowest unemployment rates have enabled most countries in Asia and the Pacific to reach middle-income status. Although these countries have made remarkable progress in export-led growth, they continue to register high rates of informal employment. Similarly, half of all workers in lower-middle-income countries remain in forms of work vulnerable to decent work deficits, and more than one third are in extreme or moderate poverty. Income inequality is becoming more prominent in many countries, irrespective of their stage of development. Without strong policies that promote sustainable and human-centred growth, millions of workers in the region will continue to sit precariously above the poverty threshold. Moreover, demographic, technological and climate change, significant

labour migration flows and persistent gender inequality present considerable challenges for labour market governance.

- 222.** In line with the conclusions of the 16th Asia and the Pacific Regional Meeting, the ILO's work will pay attention to:
- ensuring adequate and effective protection at work and developing sustainable and universal social protection systems;
  - promoting measures to support skills development and lifelong learning systems that respond to changing labour market needs and allow workers and employers to benefit from the opportunities of an evolving world of work affected by global transformation;
  - fostering measures to realize gender equality and equal opportunities for all workers, including through investment in the care economy, and developing safe and healthy workplaces free from violence and harassment;
  - strengthening the institutional capacity of tripartite constituents, supporting influential, inclusive social dialogue and sound labour relations, and promoting the ratification and application of international labour standards.

## Europe and Central Asia

- 223.** The Europe and Central Asia region continues to face various social and economic challenges and is characterized by ageing societies. It has also witnessed conflicts and economic slowdowns, which have contributed to migration flows, increased inequalities and instability. More recently, the region has experienced stable growth rates – albeit at a slower-than-expected pace mainly in Western Europe – which have benefited labour markets and have also helped to advance economic and social convergence in the region. While the needs of the 51 countries in the region differ significantly depending on their level and pace of socio-economic development and national priorities, the future opportunities and challenges in the world of work are similar. These include: employment creation, with a focus on young people; addressing informal employment; challenges and opportunities offered by new forms of work arrangements and a just transition to green economies; the promotion of an enabling environment for sustainable enterprises and skills development; addressing labour shortages; strengthening institutions of work, including through adequate minimum wages and safe and healthy working conditions; gender equality; measures to advance equal treatment for migrant workers; and the creation, reform or extension of adequate and sustainable social protection.
- 224.** To enhance evidence-based policies on the above issues, the collection of comparable, up-to-date data will need to be improved.
- 225.** The ILO's work in the biennium will pay attention to these priorities, which are expressed in the conclusions of the Tenth ILO European Regional Meeting (2017). Efforts will be pursued to build the institutional capacity of employers' and workers' organizations and strengthen social dialogue, which is under pressure in the region. Work on international labour standards and the ILO supervisory mechanism will be a driving force in implementing these priorities. As the eight fundamental Conventions have been ratified by all countries of the region, the focus of the ILO's work will be on their implementation, with special emphasis on the ratification and implementation of the Protocol of 2014 to the Forced Labour Convention, 1930, the four governance Conventions, and the recently adopted Violence and Harassment Convention, 2019 (No. 190).

## Latin America and the Caribbean

- 226.** Many countries in Latin America and the Caribbean have achieved progress in socio-economic and employment objectives. However, decent work deficits, low productivity and inequality remain. The region's high level of informality affects 140 million workers. This is associated with mismatches in skills, competencies and qualifications, and with the ineffective implementation of international labour standards and labour legislation. These factors have prevented higher productivity growth, wage increases, improved working conditions and adequate business development. The imperative to leave no one behind requires renewed efforts, especially now that improvements in social protection coverage could be reversed due to the slowdown in growth, population ageing and growing needs for care systems. The emergence of new forms of employment is both an opportunity and a challenge. Women, indigenous populations, rural workers and youth are associated with the widest gaps in social and labour indicators.
- 227.** In line with the conclusions adopted at the 19th ILO American Regional Meeting (2018), the ILO's work will pay attention to:
- promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, including through a stronger focus on coherent macroeconomic, trade, industrial, sectoral and labour market policies, integrated policies for formalization, and training systems that better respond to the transformations in the labour market;
  - creating an enabling environment for sustainable enterprises and targeted actions to improve the productivity of SMEs and promote entrepreneurship, especially in urban areas, and for local development in rural areas;
  - strengthening labour market institutions and ensuring compliance with international labour standards, paying particular attention to freedom of association and the right to collective bargaining, and the elimination of child labour and forced labour;
  - reducing vulnerabilities and inequalities by expanding the coverage of sustainable social protection systems; promoting policies for a just transition to environmental sustainability, focusing on small island developing States; scaling up efforts to build a transformative agenda on gender equality; paying increased attention to indigenous populations; and adopting measures to effectively protect migrant workers.

# Research, statistics and capacity development

## Research and statistics

### Overarching strategies

228. The ILO research and statistics functions aim to generate and disseminate knowledge, including empirical evidence and data, to address the transformative changes that are under way in the world of work, to underpin the ILO's recommendations to all stakeholders at the global, regional and national levels and to strengthen the role of the Organization within the multilateral system, in the context of the Centenary Declaration's call to "maintain the highest levels of statistical, research and knowledge management capacities and expertise in order to further strengthen the quality of its evidence-based policy advice".
229. The development of a strong knowledge base for effective policy and normative advice is an underlying strategy of this Programme of Work for 2020–21, and is fully aligned with the ILO's Strategic Plan for 2018–21 and Knowledge Strategy for 2018–21.
230. The Research Strategy 2020–23<sup>7</sup> will follow a set of clear principles that describe the purpose, approach, value and engagement of ILO research. Guided by the needs of constituents and underpinned by the Centenary Declaration and the Decent Work Agenda, its main goals will be to develop the evidence base for the eight policy outcomes and to research key frontier issues. This Strategy will enable the ILO to become a stronger centre of policy-oriented knowledge about the world of work. It will require enhanced collaboration between the technical departments at headquarters and the ILO field offices, multidisciplinary teams, mutual learning with regional experts, including through the Global Technical Teams, and a reframing of the Research Department as a hub that develops synergies around projects, workshops and publications that foster world-class research on policy impacts.
231. The main strategic goals in statistical work will be pursued on the basis of the mandates received from the latest ICLS, the need for technical support to constituents to fill the existing gaps in data at national levels, with a particular focus on the SDG indicators related to decent work, and on the enhancement of the ILO database of labour statistics, ILOSTAT, which is the primary repository of global statistics on decent work.
232. The Research Review Group, composed of internationally renowned academic scholars and representatives from all policy departments and the regions, will continue to provide the Research Department with invaluable insights from its multidisciplinary perspectives on the scope, breadth and quality of its research.

### Priority areas

233. Research and statistical work will be organized both to meet the demand for an authoritative evidence base for each policy outcome and to investigate key priority areas that connect

<sup>7</sup> GB.337/INS/7.

these outcomes and go beyond them to fulfil the mandate detailed in the Centenary Declaration.

#### Frontier research

- 234.** ILO frontier research will address future disruptive challenges and legacy issues in four areas: (a) dynamic skills formation systems for transitions, income security, productivity and diversity; (b) effective institutions to reduce inequalities, protection gaps and poverty; (c) new business and economic incentives to promote sustainable and inclusive development; and (d) a human-in-command approach to technological progress with decent work. Developments in the world of work during the biennium and reviews of ongoing research may provide opportunities to refocus these research areas.

#### Sustainable Development Goals

- 235.** Given the Organization's important role as the custodian agency for 13 SDG indicators at the global level and the growing importance of other indicators to support national reporting on the SDGs, the ILO will increase its assistance to member States to strengthen national capacities to provide data disaggregated by key variables by using sources that follow the Fundamental Principles of Official Statistics approved by the United Nations General Assembly.

#### **Knowledge support and dissemination mechanisms**

- 236.** The ILO will provide interactive support for its constituents and engage with the outside world via a range of outputs, activities and mechanisms designed to enhance the use, reputation and impact of ILO research and statistics.
- 237.** Communication and support for constituents' use of ILO statistics are vital. The ILO will support constituents in implementing the newly adopted resolution concerning statistics on work relationships. Data compilation mechanisms on new indicators will be defined to ensure that information for constituents on research activities is easily and rapidly accessible. Better dissemination mechanisms will be provided in order to communicate data trends. ILOSTAT will be further improved and its format adapted to the global indicator framework of the SDGs, and the database will be promoted via social media, an effective tool for communication. Statistical support to labour market information systems will be critical in linking data production with analysis at both the national and global levels, all underpinned by refined and harmonized statistical concepts to promote both temporal and geographical comparability.
- 238.** ILO flagship reports will continue to address cutting-edge issues in the world of work with a foundation of robust empirical evidence and research that serves constituents' needs. Currently, the ILO publishes four flagship reports: the *World Employment and Social Outlook* thematic report, the *World Employment and Social Outlook: Trends* report, the *Global Wage Report* and the *World Social Protection Report*. At its 107th Session (2018), the International Labour Conference called for an additional flagship report on the strategic objective of social dialogue and tripartism, which the Governing Body endorsed in March 2019. To achieve greater impact among constituents and other key stakeholders, the ILO will pursue a cross-Office approach to flagship themes, incorporate a broader policy perspective that aligns with the Research Strategy and increase the resources available for each report. For example, the *World Employment and Social Outlook: Trends* report will focus more on regional perspectives and will include a chapter on policy issues. The publication of joint flagship reports with other UN agencies will be explored under the One UN approach.

239. The ILO's peer-reviewed academic journal, the *International Labour Review*, provides a crucial link with the academic community and will continue to stimulate new ideas and innovative policy solutions, while reinvigorating its multidisciplinary vocation. In 2020–21, it will focus on the most topical and forward-looking research themes, including by encouraging contributions on the ILO's frontier research areas and publishing special thematic issues. In addition, its association with major research conferences will be strengthened. A highlight will be the celebration of the *Review*'s centenary in 2021.
240. The biennial Regulating for Decent Work conference, held under the leadership of the ILO, provides a valuable mechanism for strengthening the ILO's academic networks. This conference brings together hundreds of scholars across disciplines to engage in dialogue about the most significant issues in the world of work.

## Capacity development in partnership with the Turin Centre

241. During the 2020–21 biennium, the Turin Centre will further extend the global outreach of its capacity-development services among ILO constituents and national and international partners, through a combination of face-to-face training and distance-learning activities. The thematic emphasis of this extended outreach will be on capacity-development interventions to support future-of-work transitions. Strong attention will be paid to the establishment of partnerships with local and regional training institutions linked to ILO constituents.
242. In line with the ILO-wide capacity-development strategy, the Turin Centre will strengthen the capabilities for decent work through the following innovations.
243. First, to strengthen the capacity of individuals (who, in turn, contribute to improved performance of their organizations), the Turin Centre will offer open courses and tailored activities in both functional and technical skills for the promotion of decent work.
244. Second, to strengthen the capacity of institutions, the Turin Centre will expand its suite of management advisory services targeted at ministries of labour and employers' and workers' organizations, and also at national and regional training institutions linked to ILO constituents, including technical and vocational education and training centres. Where applicable, the institutional capacity-building support of the Turin Centre might involve the joint design and delivery of training activities in the field, thus blending its global expertise with local knowledge.
245. Third, to contribute to a more conducive policy environment, the Turin Centre will facilitate conferences, policy forums, retreats and dialogue events. Activities to strengthen the capacity of the ecosystem will aim at strengthening networks, peer-to-peer knowledge transfer and collaboration.
246. Building on the Centenary Declaration, the Turin Centre will deliver training and advisory services to strengthen the capacity of ILO constituents and other partners in order to successfully manage the transition towards the future of work, focusing on the policy outcomes specified in this programme of work. Furthermore, the Turin Centre will train ILO constituents on how to advocate for the inclusion of decent work in the UN Cooperation Frameworks and to engage with UN country teams. The Centre will develop a staff training course on the common capacity-development approach of the UN system and its application to the capacity-development work of the ILO. It will continue training ILO staff on results-based management, including in relation to Decent Work Country Programmes, and on effective resource mobilization for development cooperation.

- 247.** The Turin Centre will deepen its existing partnerships with other organizations to provide capacity-building support services. In the context of the debate about the future of learning and education led by the High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination, the Centre will set up a learning laboratory at its Turin campus for system-wide learning innovation. Through this facility, the Turin Centre will pilot the use of new large-group-based learning formats such as design sprints and hackathons, and test augmented reality and virtual reality applications for learning purposes. The Centre will also design a training module for UN resident coordinators on the link between sustainable development and decent work.

## Enabling outcomes

- 248.** This section presents the three enabling outcomes in detail and their accompanying outputs, complementing information examined by the Governing Body in March 2019 <sup>8</sup> and updated in light of the Centenary Declaration and its accompanying resolution. Indicators for the outputs are included in the results framework presented in Appendix I.

**Outcome A: Authoritative knowledge and high-impact partnerships for promoting decent work**

- 249.** The Centenary Declaration calls on the ILO to “maintain the highest levels of statistical, research and knowledge management capacities and expertise in order to further strengthen the quality of its evidence-based policy advice”. Pursuing this objective will not only facilitate the work of the ILO’s member States, but will also respond to the Declaration’s call for the ILO to “take an important role in the multilateral system” and “to promote policy coherence in pursuit of its human-centred approach to the future of work”.
- 250.** Guided by the Knowledge Strategy 2018–21 and the Research Strategy 2020–23, the work under this outcome will enable the ILO to strengthen its position as a global centre of excellence for knowledge on the world of work and a key partner for integrated policy advice. The improved quality and reach of ILO knowledge products in recent years, including both data and evidence-based policy advice, has actively supported the ILO’s constituents and influenced key United Nations and other global and regional dialogue processes. The ILO has deepened its engagement with the G20, the G7 and Brazil, the Russian Federation, India, China and South Africa (the BRICS countries) through the provision of high-quality technical inputs, and has engaged with the World Bank, the OECD, the International Monetary Fund and other international organizations in macroeconomic and policy debates.
- 251.** The rapid pace of change in the world of work demands additional investment and focus in sharpening and strengthening the role of the ILO as a leader in evidence-based knowledge. The constituents need more reliable, relevant and timely research and statistics to support them in social dialogue mechanisms, policy debates and policy design and implementation. Moreover, innovative research is needed to analyse the complex effects of transformative changes on the world of work, as detailed in the Centenary Declaration.
- 252.** In recent years, the Office has continued to consolidate its position as the world’s pre-eminent agency on labour statistics. The ILO’s leadership in developing the ground-breaking resolution on statistics of work approved by the constituents at the 19th ICLS in 2013 and the resolution on work relationships adopted by the 20th ICLS in 2018, along with the successful integration of decent work into the SDG Global Indicator Framework for monitoring the 2030 Agenda, has enabled more member States to produce timely and harmonized labour statistics. However, ILO support is required more than ever to fill the data gaps in many parts of the world. Scarce and incomplete labour market information systems exist, particularly in less developed countries.

<sup>8</sup> GB.335/PFA/1, paras 36–61.



**253.** Strategic knowledge management will contribute to the ILO's leadership role. This will entail more structured and regular Office-wide collaboration, increased efforts to achieve greater uptake of ILO knowledge products, using new and existing tools in order to reach key audiences quickly and more effectively. Communications is a key cross-cutting function that enables the ILO to share its research, policy advice and statistics with internal and external audiences. It is the means by which ILO audiences can receive, use and transform that knowledge into action that leads to better lives for working women and men. During the Centenary year, the ILO achieved a high level of visibility at the global, regional and local levels using innovative tools and practices. The strong coordination and collaboration among different units and between headquarters and the regions have led to a consistent and impactful approach to communications. However, the momentum has to be maintained and incorporated into the ILO's current and future activities.

**254.** In 2020–21, the Office will:

- support more countries in producing, reporting and using relevant statistics, particularly on topics like new work relationships and SDG indicators relating to decent work, following the latest statistical standards adopted by the ICLS, and in contributing to the achievement of SDG targets 17.18 on data availability and 17.19 on measurements of progress on sustainable development, through enhanced labour market information systems and increased internal coordination between departments and regional structures through the ILO's global team of labour statisticians;
- undertake research that responds to the constituents' needs to enable policy development and lead on frontier issues, such as transitions, inequalities, incentives for sustainable development and human-centred technological progress, using the latest techniques, applying a multidisciplinary perspective, actively engaging in internal and external expert networks, and producing results in a timely manner;
- effectively communicate its policy advice, research and statistics, so that the constituents and other key audiences can turn that knowledge into policies and action by building synergies with internal and external stakeholders. The new communications strategy for 2020–21 will build on current practices and on the lessons learned during the Centenary year to continue to improve ILO communications; and
- take an active role in promoting policy coherence for decent work, including with national governments, the social partners and development partners, as well as in the multilateral system, as called for by the Centenary Declaration, based on robust research and statistics, through intensive engagement in inter-agency networks working for research, such as the UN network of economists (chaired by the UN Department of Economic and Social Affairs), and statistics, such as the Committee for the Coordination of Statistical Activities, the Committee of the Chief Statisticians of the United Nations System, the OECD Committee on Statistics and Statistical Policy, and regional conferences of statisticians in the United Nations Regional Economic Commissions and other multilateral bodies.

**Output A.1. More accurate and sustainable statistics on decent work using the latest statistical standards**

**255.** Having succeeded in mainstreaming decent work throughout the 2030 Agenda in many SDG targets, it has become important to monitor progress at country and global levels. The consolidation and possible addition of other indicators relevant to the world of work in this framework will be pursued. To this end, country-level data and internationally agreed methodologies and infrastructure to collect adequately disaggregated data are required. The Office will strengthen the capacity of its constituents in producing, collecting, understanding and disseminating these data.

**256.** Specific deliverables during the biennium will include:

- annual compilation and reporting of the SDG indicators under ILO custodianship and compilation of other decent work indicators using the latest statistical standards;
- further enhancements to ILOSTAT, the statistics portal of the ILO, to disseminate data disaggregated by relevant variables, including gender;
- technical support and capacity-building for member States in implementing sound labour market information systems using a wide range of statistical sources, including non-traditional sources; and
- new statistical standards and methodologies to capture the changing nature of the world of work, particularly those mandated by the 2018 ICLS.

**Output A.2. Authoritative and innovative research to enable policy development and lead on frontier issues in the world of work**

**257.** Fulfilling the terms of the Centenary Declaration requires authoritative and innovative policy-oriented research that meets the needs of the ILO constituents. ILO research will provide the evidence base for all eight policy outcomes, focus on multidimensional frontier research issues and position the ILO at the forefront of international research in the world of work. The ILO Research Strategy 2020–23 will leverage the multidisciplinary perspectives across the Office, strengthen linkages between headquarters and field offices, reframe the function of the Research Department and draw on robust quantitative and qualitative data sets. The knowledge generated will be targeted and adapted to the ILO’s diverse audiences (its constituents, international organizations, academia and the wider public). The ILO will engage with them on a more regular basis to assess the needs of constituents and will seize new opportunities to strengthen cooperation with key external partners and UN agencies.

**258.** Specific research deliverables during the biennium will include:

- new collaborative projects among the technical departments at headquarters and field offices, focusing on frontier research, designed to leverage knowledge and expertise across the ILO and to deliver greater value added in research activities;
- high-impact flagship reports and peer-reviewed academic contributions;
- extended research relationships with other multilateral agencies with a view to improving research uptake and influencing policy recommendations;
- a new database of active research partnerships with academic and research institutions designed to extend the use of existing expert links across the ILO; and
- the use of ILO research and tools to train ILO staff and constituents in the design and implementation of effective, evidence-based policies.

**Output A.3. Efficient, effective and innovative communication to ensure that ILO-generated knowledge and results have a meaningful impact in the world of work**

**259.** The effective use of communication tools, channels and practices at the global, regional and local level will promote the human-centred approach to the future of work among key audiences and enhance the impact of the ILO’s research, statistics and policy advice using tools and platforms accessed by its audience, taking into account their geographical,

language and development particularities. This requires continuous innovation in the way the ILO communicates through branding in a coherent and unified way to allow for better recognition and improved impact.

**260.** Specific deliverables during the biennium will include:

- targeted content to advocate the human-centred approach to the future of work, making it available to key audiences in multiple languages;
- new and improved communication tools and channels, with a special focus on interactive digital products; and
- guidelines on the use of the ILO brand in a unified and coherent way to improve brand recognition and impact.

**Output A.4. Strengthened ILO partnerships within the multilateral system for greater integration of the human-centred approach to the future of work into global debates and policies for achieving the SDGs**

**261.** The Centenary Declaration calls upon the ILO to deepen its engagement with the multilateral system. With more targeted research and knowledge products, the ILO will be better equipped to engage in global debates about economic and social policy and to integrate decent work and the human-centred agenda into policy advice. These will also support the advocacy and capacity-building efforts of the ILO constituents with a view to influencing policy debates, be it in global or regional multistakeholder arenas or in national development planning processes, including those related to the UN Cooperation Frameworks. To this end, the Office will expand its targeted technical training to the constituents to make the most of these processes.

**262.** The Office will also seek to create further space for concerted and scaled-up policy and programmatic partnerships with key multilateral entities that have complementary mandates. Based on many positive examples and lessons from recent years, the Office will look to reinvigorate and extend such collaboration through structured and results-oriented discussions with multilateral organizations on areas of significant potential impact. Within the context of the UN reform, the Office will continue to deepen its collaboration within the United Nations development system at all levels to assist member States and the constituents in achieving the SDGs.

**263.** Specific deliverables during the biennium will include:

- targeted technical training and Office support for constituent representatives to better enable them to contribute decent work perspectives and priorities in the UN Cooperation Frameworks, voluntary national reviews and other strategic national development processes; and
- enhanced structured engagement with UN member States and UN entities, international financial institutions and other international institutions through appropriate instruments, including agreed joint deliverables and multistakeholder partnerships.

**Outcome B: Effective and efficient governance of the Organization**

- 264.** Work during the biennium will aim to ensure the optimal functioning of the ILO's governance organs and processes, building on the Governance Initiative and the follow-up to the resolution adopted at the 105th (2016) Session of the International Labour Conference on Advancing Social Justice through Decent Work. These processes have yielded important benefits, including the enhanced engagement and strengthened capacity of the tripartite constituents in the decision-making and priority-setting of the Organization, improved Office support to the constituents, timely delivery of concise and high-quality documents, and effective meeting preparation and facilitation. Confidence and trust among constituents and between constituents and the Office through broad and intensive consultations will continue to be critical to the success of governance reform.
- 265.** In 2020–21, the Office will:
- continue improving the functioning of the main governance organs through the consolidation of the reform process, the follow-up to the Centenary Declaration and its resolution, and the enhanced efficiency of the Office's support functions for the organization of meetings and the provision of high-quality and timely legal services;
  - continue enhancing oversight in order to help senior managers identify areas for improvement and prioritize the allocation of resources; and
  - fine-tune evaluation approaches and quality so as to improve the use of evaluation findings to inform decision-making by ILO governance organs and the delivery of Decent Work Country Programmes, as well as the ILO's contribution to the SDGs.
- 266.** In order to deliver concrete results and ensure good practices in terms of governance, oversight and evaluation, the Office will continue to maintain its working relations with UN institutional bodies and other relevant entities, including the UN high-level political forum on sustainable development, the United Nations System Chief Executives Board for Coordination, the Joint Inspection Unit, the International Civil Service Commission, the United Nations Evaluation Group, the United Nations Representatives of Internal Audit Services and the transition team for the UN reform. Budget constraints will require the Office to prioritize its level of engagement in the rapidly increasing number of coordination and consultative forums.

**Output B.1. Improved procedures for governance organs and official meetings**

- 267.** The Office will continue to support the implementation of the outcomes of the Governance Initiative and the improvements identified by the Business Process Review, with a focus on the consolidation of the two-week format for sessions of the International Labour Conference and continuous improvements to the efficiency of processes, based on the simplification, modernization and standardization of the rules and procedures for governance organs and official meetings. Related to this, the Office will also strengthen the capacity of staff and delegates in Conference procedures and practices. It will strengthen support for tripartite engagement in agenda setting and provide quality services for enhanced consultation processes for pre-Conference planning and standard-setting items. The Office will also prepare proposals for the consideration of the Governing Body for the further democratization of the functioning and composition of the governing bodies of the ILO, as called for in the resolution accompanying the Centenary Declaration.
- 268.** The Office will work to ensure that the ILO's governance structures contribute to the evolving UN reform and that the ILO takes full advantage of the opportunities presented by the reform, while recognizing the ILO's constitutional mandate, normative function,

tripartite governance structure and unique identity as the leading UN agency for the world of work.

#### Output B.2. Enhanced oversight and risk management systems

- 269.** The Office's oversight system is designed around well-established principles and reflects the "three lines of defence" concept endorsed by the UN High-level Committee on Management. The Governing Body, the Director-General and the Senior Management Team perform an overarching oversight role, and are best positioned to provide leadership in ensuring that accountability is embedded throughout the Office's risk management and internal control processes. The Office of Internal Audit and Oversight fulfils an independent oversight function established under article 30(d) of the ILO Financial Regulations. Its mandate and scope of activities are set out in chapter XIV of the ILO's Financial Rules and audit and investigation charters, as approved by the Governing Body. In addition, external lines of defence such as external audit, the Independent Oversight Advisory Committee and the Joint Inspection Unit provide further assurance. Oversight functions are focused on ensuring compliance with regulatory requirements and best practice with respect to financial, management and governance matters.

#### Output B.3. Increased uptake of evaluation for accountability and organizational learning

- 270.** Over the last biennia, organizational changes were made to ensure the structural independence of the Evaluation Office, harmonize evaluation procedures, develop internal evaluation capacity, improve compliance and modernize operations through web-enabled guidance and tools. The 2017 evaluation policy and its corresponding strategy for 2018–21 provide the mandate to build on this progress and adopt a more transformative approach, conducting strategic and clustered evaluations that optimize accountability, use and organizational learning. Evaluation approaches have been fine-tuned to make them more specific to the ILO's normative and social dialogue mandate and better capture the contribution of the ILO's Decent Work Agenda to the SDGs in the context of the UN reform.

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

- 271.** The ILO constituents' demand for quality services is growing steadily as world-of-work challenges become more complex. Increasing competition in the international development arena is generating pressure to better demonstrate the ILO's added value and creating additional incentives to improve organizational performance. Transparency and accountability for results and value for money must continue to underpin the ILO's work. Addressing these issues in an effective, efficient and responsive manner requires innovative solutions, highly capable service-delivery models and continued improvement in core business processes at headquarters and in the regions.
- 272.** The Office's efforts in this area will be undertaken against the background of progress in the UN reform. At the country level, this may include common security services and facilities, and joint procurement and other common administrative services. Headquarters-level initiatives could include common medical and conference services, joint procurement, leveraging information technology (IT) investment and sharing expertise. As and when further clarity emerges on these initiatives, the Office will implement measures to improve the delivery of services to the constituents.
- 273.** Activities in 2020–21 will build on lessons learned during the implementation of the ILO reform. Experience shows that work to make business processes more efficient and effective, in particular through the Business Process Review, has the greatest impact when parallel

efforts are made to improve organizational health and strengthen management practices at the service-delivery level. The methodology has been applied throughout the Management and Reform Portfolio and in specific areas of the Policy Portfolio. A participatory approach, based on a high level of engagement with the staff delivering and benefiting from the services, not only improves the quality of solutions but increases buy-in and sustainability, in addition to building the foundation for a system of continuous improvement. Highly visible support and involvement from senior management has been of critical importance, and must continue. Strategic investment in IT solutions is a key component in realizing savings and will lead to further efficiency gains. These elements, together, unleash the potential to shape solutions that go beyond efficiency dimensions, contributing to new ideas and strategic thinking to support the development of innovative solutions and strategies to enable the implementation of the Centenary Declaration.

**274.** In 2020–21, the Office will:

- deliver better value for money through a focus on innovation in the development of strategies and technical solutions, more efficient and effective service delivery models, and improvements in the responsiveness and quality of support services across the Office;
- improve results-based management, founded on strengthened strategic programming frameworks, monitoring and evaluation systems and resource allocation mechanisms, aligned with the 2030 Agenda at the global and national levels;
- deepen, expand and diversify partnerships, including as part of the UN reform, giving effect to the conclusions adopted at the 107th (2018) International Labour Conference concerning effective ILO development cooperation in support of the SDGs and enhancing resource mobilization;
- improve the effectiveness of human resources management, leading to: (a) significantly improved workforce diversity; (b) enhanced workforce planning by leveraging the benefits of functional and geographical mobility; (c) improved accountability for results at the individual level through the Performance Management Framework; and (d) upgraded staff capabilities to meet current and future strategic needs of the Office; and
- enhance safety and security for ILO staff and assets and environmental sustainability through improved management of the Office's facilities.

**275.** By implementing the Information Technology Strategy 2018–21, the Office will also enhance the scope and availability of IT services to inform decision-making, increase retention of institutional knowledge and improve operational effectiveness while maintaining effective financial controls, and achieve greater agility in responding to increasing demand due to the UN reform and from the constituents, donors and the international development community at large.

#### Output C.1. Innovation and improved business processes

**276.** The internal capacity developed through the Business Process Review will be repositioned, with the goal of supporting innovations in technical solutions and service delivery while continuing to work on further improving efficiency and the effectiveness of support services. This self-financing team will enable and support improvement initiatives, while maintaining an appropriate balance of governance, oversight and risk management.

**277.** The team will form an innovations unit that will be a resource to all staff and managers in implementing the Centenary Declaration. The efforts will be directed at facilitating the

development of new approaches, helping to assess them and supporting implementation. The team will give priority in its work to those solutions that reinforce the links across outcomes.

- 278.** The team will also guide units in redesigning working methods that capitalize on good practices and promote efficiency. The focus will be on maximizing the use of resources by introducing better systems for planning and on the continuous monitoring of process efficiency and results. The unit will focus on priorities where the greatest impact can be expected, as determined by the Director-General or identified by managers and staff in the Policy and Field Operations and Partnerships portfolios. Where appropriate, relevant IT systems will be enhanced in order to support the new ways of working, collaborating, reporting and carrying out effective and timely decision-making.
- 279.** The results of each wave of the Business Process Review to date have identified significant opportunities for savings that have been, and will continue to be, realized over time through natural attrition. These efforts will enable the Office to deliver higher quality, more effective support services and further redeploy resources from administrative tasks to policy, technical and analytical work, for the direct benefit of the constituents.

#### Output C.2. Improved results-based programming and management systems

- 280.** The revision of the results framework, including its measurement system and improved monitoring and the use of evaluations, will lead to better resource allocation and reporting on the use of resources and on results. In this context, tools and systems will be optimized to guide managers and staff, improve delivery to the constituents and demonstrate the impact of the ILO's programmes on people's lives. This will also lead to improved accountability in the use of resources, including the publication of ILO financial and results data in accordance with the UN financial data standards and the International Aid Transparency Initiative data standards.
- 281.** At the national level, the Office will provide guidance on the establishment of new Decent Work Country Programmes that are aligned to national development strategies integrating the 2030 Agenda and to the UN Cooperation Frameworks, as a follow-up to the 2016 Conference resolution on Advancing Social Justice through Decent Work and the 2018 Conference conclusions concerning effective ILO development cooperation in support of the SDGs.
- 282.** The Office will deepen its commitment to environmental and social sustainability in ILO programming, partnerships and country-level activities and donor-funded projects through the development of a new environmental and social sustainability framework. Based on the Model Approach to Environmental and Social Standards for UN Programming, the Office will apply safeguards to the screening, assessment and management of environmental and social risks in its programmes and projects, ensuring that ILO interventions do not result in inadvertent harm to, or unintended negative consequences for, people and the environment.

#### Output C.3. Effective development cooperation

- 283.** Work during the biennium will be guided by the ILO development cooperation strategy 2020–25 to be adopted by the Governing Body in March 2020. This document will address issues including partnerships and resource mobilization, with related targets and business processes.
- 284.** The ILO's development cooperation will continue to be a principal means of providing services to the constituents and of delivering on the ILO's outcomes. In the context of the repositioning of the United Nations development system and the growing significance of joint UN initiatives and multistakeholder partnerships, the ILO will expand its cooperation

with other UN entities in the implementation of the 2030 Agenda, including through the UN Cooperation Frameworks at the country level.

- 285.** An effective ILO development cooperation programme requires substantial voluntary funding to complement assessed contributions. Official development assistance will remain critical, and will also be used to leverage other funds and resources, including from emerging partners, South–South and triangular cooperation and domestic funding. Considering the agreements between donors and UN agencies in the UN Funding Compact, the pooling of funds and reduced earmarking will gain importance as key drivers for the ILO’s resource mobilization. Moreover, the ILO will deepen and expand its partnerships with other UN entities, international financial institutions and the private sector to ensure adequate funding for the ILO’s development cooperation.

#### Output C.4. More agile and efficient human resources development

- 286.** In line with the Human Resources Strategy 2018–21, which was endorsed by the Governing Body at its 331st Session (October–November 2017),<sup>9</sup> the Office will implement an action plan to ensure better geographical diversity and gender balance among its staff. The new e-recruitment system will enable the Office to better target candidates, including and in particular from less-than-adequately represented countries.
- 287.** The Office will support current and future leaders to drive change and foster a culture that embraces innovation by further developing its comprehensive leadership development framework. To enable all staff to contribute effectively to the implementation of the Centenary Declaration, the Office must ensure that the required skill sets are in place. Following methods used in the Business Process Review, this will require an assessment of the current skills base against the skills required for success, and will better guide recruitment and investment in staff development efforts where needed. Additionally, initiatives to support lifelong learning will be introduced, including dedicated development activities for managers on fostering a culture of learning, and for all staff on how to best accommodate and accelerate learning at the individual and team levels. The Office will continue to nurture a workplace and organizational culture that is inclusive and respectful, with a view to supporting the retention of a highly qualified and committed workforce.

#### Output C.5. Improved practices for ensuring environmental sustainability in the Office

- 288.** In the context of the “greening” of the Office, the ILO will continue to measure and report greenhouse gas emissions, waste production and water consumption across the ILO as the basis for reducing its environmental impact.
- 289.** The Office will implement additional measures to further improve environmental sustainability and reduce the carbon footprint of ILO travel and operations in line with the commitments of the United Nations on environmental sustainability management. In accordance with the ILO travel policy, the Office will develop further management tools to monitor and reduce air travel across the Office, thereby decreasing associated greenhouse gas emissions. At the headquarters level, the Office will fine-tune the running of the renovated technical installations to further optimize energy use and reduce greenhouse gas emissions. It will continue to improve its waste management processes at ILO headquarters and increase the rate of recycled waste, a process that began with the gradual implementation of centralized waste collection points in the building in 2017.

<sup>9</sup> GB.331/PV, para. 886.



## Draft decision

290. *The Governing Body, in accordance with the resolution concerning the adoption of the Programme and Budget for 2020–21 and the allocation of the budget of income among member States, adopted by the International Labour Conference at its 108th Session (2019), adopts the programme of work and results framework presented in document GB.337/PFA/1/1.*

## Appendix I. Results framework for 2020–21

291. This appendix presents the ILO results framework for 2020–21 containing the intended long-term impact, the eight policy outcomes and the three enabling outcomes, alongside the corresponding outputs, with performance indicators at the three levels:
- four impact indicators to track longer-term societal changes in relation to the Decent Work Agenda, all of them SDG indicators;
  - 14 outcome indicators to track changes in people's lives generated by the improved policies and institutions in the eight policy outcomes, of which nine are SDG indicators and five are other labour market indicators;
  - 55 output indicators to measure the immediate results of the ILO's capacity development efforts on policies, institutions and conditions for decent work under the eight policy outcomes, one of them based on an SDG indicator; and
  - 26 output indicators to measure improvements and progress in relation to knowledge and partnerships, governance and support services as enabling conditions for ILO action.
292. The ILO is custodian or co-custodian agency of the 14 SDG indicators incorporated in the results framework. Impact and outcome indicators cover different aspects of the four interrelated and mutually supportive strategic objectives of the Decent Work Agenda. However, there is a lack of recognized impact indicators and outcome indicators that can fully capture expected changes in relation to social dialogue and tripartism. The ILO will continue working to develop indicators in this area under the guidance of the Governing Body.
293. The framework identifies the means of verification for each of the indicators, baseline information corresponding to 2019 or the latest available measurement, and targets set to the end of 2021 for output indicators and for a longer-time frame in the case of the outcome and impact indicators, in line with the targets of the 2030 Agenda.
294. Availability of data was a key criterion for the inclusion of indicators in the results framework. Data on indicators compiled by the Office are available in the [ILOSTAT database](#). Data on SDG indicators are also available in the [Global SDG Indicators Database](#). Concepts, definitions and methodological information, including information on the production of global and regional aggregates, can be found in the [SDG Indicators Metadata Repository](#) for SDG indicators, and in the [“Methods in labour statistics” section of ILOSTAT](#) for other indicators.
295. While the results framework presents aggregated baseline and target information, reporting will be done by disaggregating data as relevant, by income, sex, age, race, ethnicity, migratory status, disability and geographic location, or other characteristics, in accordance with the UN Fundamental Principles of Official Statistics.
296. The definition of baselines and targets allows for an improved measurement of cumulative and incremental progress in key decent work variables in relation to ILO action. Targets set at the output level represent the highest ILO accountability commitment and therefore only consider progress achieved through ILO action, generated on the basis of social dialogue, based on international labour standards, that lead to gender equality and non-discrimination

and, if relevant, that promote a just transition towards environmental sustainability. Progress towards the targets of the outcome and impact indicators will be analysed essentially for learning purposes and to undertake corrective action, considering the extent to which ILO action during the biennium is leading to the intended expected mid-term and long-term changes in people's lives and decent work conditions.

**Table I.1. Long-term impact**

<b>Social justice through decent work: A fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all</b>			
<b>Impact indicators</b>	<b>Means of verification</b>	<b>Baseline</b>	<b>Target</b>
Proportion of employed population below the international poverty line, by sex, age, and geographical location (urban/rural) (working poverty rate, sub-component of SDG 1.1.1).	ILOSTAT	8% (2018)	Eradicate extreme poverty for all people everywhere (SDG target 1.1).
Annual growth in average real monthly earnings of employees (linked to SDG 8.5.1).	ILOSTAT	1.9% (2017)	Full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value (SDG target 8.5).
Unemployment rate, by sex, age and persons with disabilities (SDG 8.5.2).	ILOSTAT	5% (2018)	
Labour share of GDP (SDG 10.4.1).	ILOSTAT	51.4% (2017)	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality (SDG target 10.4).

**Table I.2. Policy outcomes**

Indicators	Means of verification	Baseline	Target
1. Strong tripartite constituents and influential and inclusive social dialogue			
To be developed			
Output 1.1. Increased institutional capacity of employer and business membership organizations (EBMOs)			
1.1.1. Number of EBMOs with improved governance systems, strategies to widen representation and/or enhanced service provision.	Reports, documented proceedings, service/training records, guides/manuals, and business plans/strategies of employers and business membership organizations; partnership agreements; media coverage; or other official documents.	20	25
1.1.2. Number of EBMOs that produce analyses on the changing business environment and conduct advocacy activities to influence policymaking.		16	15
Output 1.2. Increased institutional capacity of workers' organizations			
1.2.1. Number of national workers' organizations with innovative strategies to attract new groups of workers and/or to improve their services.	Annual reports of workers' organizations; collective bargaining agreements; official reports and publication; media; national, regional and multilateral policies, laws and regulation; trade agreements; comments and reports of the ILO supervisory bodies.	32	36
1.2.2. Number of workers' organizations that produce proposals to be considered in social dialogue mechanisms for policymaking.		24	35

Indicators	Means of verification	Baseline	Target
Output 1.3. Increased institutional capacity of labour administrations			
1.3.1. Number of member States with institutional frameworks for labour administration that address current and new challenges in the world of work.	Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies.	9	20
1.3.2. Number of member States with targeted strategic compliance plans, developed in consultation with the social partners.		11	13
Output 1.4. Strengthened social dialogue and labour relations laws, processes and institutions			
1.4.1. Number of member States with newly developed or strengthened institutions, mechanisms or regulatory frameworks for social dialogue, labour relations or dispute prevention/resolution that address current and emerging challenges in the world of work.	Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies.	12	20
1.4.2. Number of member States with improved policies or practices to promote collective bargaining and/or workplace cooperation.		8	15
2. International labour standards and authoritative and effective supervision			
Level of national compliance with labour rights (freedom of association and collective bargaining) based on ILO textual sources and national legislation, by sex and migrant status (SDG indicator 8.8.2).	ILOSTAT	Scheduled to be produced and released by the end of 2019.	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (SDG target 8.8).
Output 2.1. Increased capacity of the member States to ratify international labour standards			
2.1.1. Number of ratifications of fundamental and governance Conventions or Protocols.	Official national documents and reports by ILO supervisory bodies, compiled in ILO normative databases.	1 888	30
2.1.2. Number of ratifications of up-to-date technical Conventions, including those recommended by the Governing Body in the context of the Standards Review Mechanism.		350	20
Output 2.2. Increased capacity of the member States to apply international labour standards			
2.2.1. Number of cases of progress in the application of ratified Conventions noted with satisfaction by the supervisory bodies.	Official national documents and reports by ILO supervisory bodies, compiled in ILO normative databases.	45	45
2.2.2. Percentage of new UN Cooperation Frameworks that include measures to address issues raised by the ILO supervisory bodies.		Not applicable	10%
Output 2.3. Increased capacity of the ILO constituents to engage in a forward-looking international labour standards policy			
2.3.1. Percentage of reports on the application of ratified Conventions due by 1 September received in a timely manner that include replies to comments of the supervisory bodies.	Official national documents and reports by ILO supervisory bodies, compiled in ILO normative databases.	38%	40%

Indicators	Means of verification	Baseline	Target
2.3.2 Number of member States with tripartite mechanisms enabling constituents to effectively engage in the implementation of international labour standards at the national level, including reporting to the supervisory bodies		10	20

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

Proportion of informal employment in non-agriculture employment, by sex (SDG indicator 8.3.1). *	ILOSTAT	50.5% (2016)	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services (SDG target 8.3).
* It is expected that SDG indicator 8.3.1 will be revised to cover informality in agriculture as well as non-agriculture.			
Employment-to-population ratio (aged 15 years and above).	ILOSTAT	58.4% (2018)	Achieve higher share of working age population in employment and reduce gender gaps in employment rates.

#### Output 3.1. Increased capacity of member States to formulate and implement a new generation of gender-responsive national employment policies, including for youth

3.1.1. Number of member States with new generation of national employment policies addressing country-specific future of work challenges.	Official national reports and documentation, compiled in the ILO Strategic Management System.	22	24
3.1.2. Number of member States with a national strategy for youth employment, as a distinct strategy or as part of a national employment strategy (based on SDG indicator 8.b.1).		11	18
3.1.3. Number of member States with an integrated strategy towards formalization in line with Recommendation No. 204.		11	12

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

3.2.1. Number of member States with measures for decent work in rural areas.	Official national reports and documentation, compiled in the ILO Strategic Management System.	11	15
------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	----	----

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

3.3.1. Number of member States with policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	3	8
----------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	---	---

Indicators	Means of verification	Baseline	Target
<i>Output 3.4. Increased capacity of ILO constituents to promote peaceful, stable and resilient societies through decent work</i>			
3.4.1. Number of member States with programmes to promote peaceful, stable and resilient societies through decent work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	6	12
<i>Output 3.5. Increased capacity of member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older workers</i>			
3.5.1. Number of member States with strengthened employment services to support transitions to decent work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	16	25
<b>4. Sustainable enterprises as generators of employment and promoters of innovation and decent work</b>			
Annual growth rate of real GDP per employed person (SDG indicator 8.2.1).	ILOSTAT	2.1% (2018)	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors (SDG target 8.2).
<i>Output 4.1. Increased capacity of member States to create an enabling environment for entrepreneurship and sustainable enterprises</i>			
4.1.1. Number of member States with a strategy and/or action plan to improve the enabling environment for sustainable enterprises' creation and growth.	Official national reports and documentation, compiled in the ILO Strategic Management System.	12	16
<i>Output 4.2. Strengthened capacity of enterprises to adopt new business models, technology and techniques to enhance productivity and sustainability</i>			
4.2.1. Number of member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability.	Official national reports and documentation, compiled in the ILO Strategic Management System.	11	29
<i>Output 4.3. Increased capacity of member States to develop policies, legislation and other measures that are specifically aimed at facilitating the transition of enterprises to formality</i>			
4.3.1. Number of member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality.	Official national reports and documentation, compiled in the ILO Strategic Management System.	7	14
<i>Output 4.4. Increased capacity of member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred approach to the future of work</i>			
4.4.1. Number of member States with policies or measures to promote alignment of business practices with decent work priorities and a human-centred approach to the future of work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	1	10
<b>5. Skills and lifelong learning to facilitate access to and transitions in the labour market</b>			
Proportion of youth (aged 15–24 years) not in education, employment or training (SDG indicator 8.6.1).	ILOSTAT	21.3% (2018)	Substantially reduce the proportion of youth not in employment, education or training (based on SDG target 8.6).

Indicators	Means of verification	Baseline	Target
Output 5.1. Increased capacity of the ILO constituents to identify current skills mismatches and anticipate future skill needs			
5.1.1. Number of member States that have applied ILO approaches to measure skills mismatches and/or anticipate future skill needs at national and/or sectoral level.	Official national reports and documentation, compiled in the ILO Strategic Management System.	8	15
5.1.2. Number of member States with institutionalized national or sectoral mechanisms to measure skills mismatches and anticipate future skill needs.		3	8
Output 5.2. Increased capacity of member States to strengthen skills and lifelong learning policies, governance models and financing system			
5.2.1. Number of member States with inclusive skills and lifelong learning strategies.	Official national reports and documentation, compiled in the ILO Strategic Management System.	4	10
5.2.2. Number of member States with inclusive skills and lifelong learning governance models.		1	5
5.2.3. Number of member States with financing systems that enable the implementation of inclusive skills and lifelong learning policies.		2	6
Output 5.3. Increased capacity of the ILO constituents to design and deliver innovative, flexible and inclusive learning options, encompassing work-based learning and quality apprenticeships			
5.3.1. Number of member States that have applied ILO approaches to work-based learning and quality apprenticeships.	Official national reports and documentation, compiled in the ILO Strategic Management System.	6	12
5.3.2. Number of member States with innovative, flexible and inclusive skills programmes and services targeting women, youth or persons in vulnerable situations.		4	12
5.3.3. Number of member States with inclusive skills recognition mechanisms.		4	8
6. Gender equality and equal opportunities and treatment for all in the world of work			
Employment-to-population ratio by sex.	ILOSTAT	71.4% for men, 45.3% for women (2018)	Achieve gender parity in access to employment in all regions.
Proportion of women in managerial positions (SDG indicator 5.5.2).	ILOSTAT	27.2% (2018)	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (SDG target 5.5).
Share of informal employment among women.	ILOSTAT	46.4% (2016)	Significantly increase women in formal employment.
Output 6.1. Increased capacity of ILO constituents to promote investments in the care economy and a more balanced sharing of family responsibilities			
6.1.1. Number of member States with gender-responsive macro-economic policies or strategies to finance the expansion of care-related infrastructure, social protection or public care services, that support the creation of decent employment.	Official national reports and documentation, compiled in the ILO Strategic Management System.	0	8

Indicators	Means of verification	Baseline	Target
6.1.2. Number of countries with policies to improve labour rights and working conditions in one or more care sectors.		0	9
6.1.3. Number of countries that have measures aimed at more balanced sharing of family responsibilities between women and men.		1	10
Output 6.2. Increased capacity of the ILO constituents to strengthen policies and strategies to promote and ensure equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value			
6.2.1. Number of member States with policies to promote substantive equality of opportunity and treatment between women and men in the world of work, and strategies for their implementation.	Official national reports and documentation, compiled in the ILO Strategic Management System.	4	12
6.2.2. Number of member States with policies to promote the effective realization of the right to equal remuneration for work of equal value between women and men, and strategies for their implementation.		11	8
Output 6.3. Increased capacity of member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment			
6.3.1. Number of member States that have reviewed relevant laws and policies in the light of Convention No. 190 and Recommendation No. 206, identified gaps, and taken measures to address them.	Official national reports and documentation, compiled in the ILO Strategic Management System.	0	20
Output 6.4. Increased capacity of ILO constituents to strengthen legislation, policies and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations			
6.4.1. Number of member States that have measures to ensure equality of opportunities and treatment for persons with disabilities and for at least one of the following groups: indigenous or tribal peoples; ethnic minorities; persons living with HIV; or LGBTI persons.	Official national reports and documentation, compiled in the ILO Strategic Management System.	10	10
6.4.2. Number of countries with strategies for strengthening collection and analysis of labour market data disaggregated by at least one of the following: disability status; HIV status; ethnicity; indigenous or tribal identity.	Survey questionnaires.	1	7
7. Adequate and effective protection at work for all			
Proportion and number of children aged 5–17 years engaged in child labour, by sex and age (SDG indicator 8.7.1).	ILO Global Estimates of Child Labour	9.6% (2016)	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms (SDG target 8.7).
Forced labour rate.	ILO Global Estimates of Modern Slavery: Forced Labour and Forced Marriage	3.4 per 1,000 (2016)	



Indicators	Means of verification	Baseline	Target
Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status (SDG indicator 8.8.1).	ILOSTAT	Data available for about 60 countries (2015 onwards).	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (SDG target 8.8).
Share of workers working excessive hours.	ILOSTAT	Data available for 118 countries (2015 onwards).	Reduce the share of workers working excessive hours.
Recruitment cost borne by employee as a proportion of monthly income earned in country of destination (SDG indicator 10.7.1).	To be determined.	To be determined.	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies (SDG target 10.7).

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

7.1.1. Number of member States with integrated programmes on fundamental principles and rights at work.	Official national reports and documentation, compiled in the ILO Strategic Management System.	8	8
7.1.2. Number of member States that have acquired Pathfinder Country Status of Alliance 8.7.		10	8
7.1.3. Number of member States with newly adopted or updated strategies and action plans to tackle child labour in all its forms.		19	28

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

7.2.1. Number of member States with national OSH policies or programmes, accompanied by institutional frameworks, addressing specific risks.	Official national reports and documentation, compiled in the ILO Strategic Management System.	27	26
7.2.2. Number of member States with national recording and notification systems that allow the regular reporting against SDG indicator 8.8.1.		5	10

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

7.3.1. Number of countries in which constituents have adopted evidence-based policies or measures to set or update statutory or negotiated minimum wages.	Official national reports and documentation, compiled in the ILO Strategic Management System.	12	15
-----------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	----	----

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

7.4.1. Number of countries with a validated diagnosis of diverse forms of work arrangements, including on digital platforms, that identifies possible measures to ensure effective protection of the workers concerned.	Official national reports and documentation, compiled in the ILO Strategic Management System.	0	10
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	---	----

Indicators	Means of verification	Baseline	Target
7.4.2. Number of countries with a validated diagnosis of the informal economy and/or policies, regulations or compliance mechanisms to support the transition to formality of informal workers in formal enterprises or in households.		7	14

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

7.5.1. Number of member States with labour migration frameworks or institutional mechanisms to protect the labour rights of migrant workers and promote coherence with employment, skills, social protection, and other relevant policies.	Official national reports and documentation, compiled in the ILO Strategic Management System.	7	24
7.5.2. Number of countries with new or improved services to protect the labour rights of migrant workers.		0	10
7.5.3. Number of bilateral or regional labour migration frameworks, with monitoring and review mechanisms to protect the labour rights of migrant workers.		3	11

## 8. Comprehensive and sustainable social protection for all

Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable (SDG indicator 1.3.1).	<i>ILO World Social Protection Report</i>	45.2% (2016)	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable (SDG target 1.3).
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------	--------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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

8.1.1. Number of member States with new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits.	Official national reports and documentation, compiled in the ILO Strategic Management System.	20	25
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	----	----

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

8.2.1. Number of member States with new or revised policy measures to enable social protection systems to be sustainable and provide adequate benefits.	Official national reports and documentation, compiled in the ILO Strategic Management System.	9	20
---------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	---	----

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

8.3.1. Number of member States with new or revised integrated policy responses including social protection to support and protect workers and employers during their life and work transitions.	Official national reports and documentation, compiled in the ILO Strategic Management System.	9	13
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	---	----

Table I.3. Enabling outcomes

Indicators	Means of verification	Baseline	Target
<b>A. Authoritative knowledge and high-impact partnerships for promoting decent work</b>			
<i>Output A.1. More accurate and sustainable statistics on decent work using the latest statistical standards</i>			
A.1.1. Number of member States that strengthen their labour market statistics, standards and information systems through improved statistical surveys and use of other statistical sources.	ILOSTAT, survey questionnaires.	104 member States are not able to produce basic labour market statistics (based on 2016–17 labour underutilization data).	15 additional member States.
A.1.2. Number of member States for whom data is reported in 2021 to the UN for at least half of the SDG indicators under the ILO's custodianship.	ILOSTAT	Data reported for 87 member States in 2019 (based on 2016–17 data) for at least half of the SDG indicators under the ILO's custodianship.	15 additional member States.
<i>Output A.2. Authoritative and innovative research to enable policy development and lead on frontier issues in the world of work</i>			
A.2.1. Number of collaborative research reports and associated events on issues of “frontier research”.	Publication of reports and hosting of events.	Not applicable, as the indicator corresponds to a new collaborative approach to be developed in 2020–21.	4 major reports and associated multidisciplinary events.
A.2.2. Number of references to ILO research in Flagship reports published by multilateral agencies.	Citation count in Flagship reports published by multilateral agencies.	Available by the end of 2019.	20% increase in citations of ILO research in Flagship reports published by multilateral agencies.
<i>Output A.3. Efficient, effective and innovative communication to ensure that ILO-generated knowledge and results have a meaningful impact in the world of work</i>			
A.3.1. Percentage increase in audience reach for the ILO's key digital platforms.	Data from December 2019 communications dashboard.	Available by end of 2019.	10% increase in: <ul style="list-style-type: none"> <li>■ visits to <a href="http://www.ilo.org">www.ilo.org</a>;</li> <li>■ sign-ups to the weekly ILO Newsletter;</li> <li>■ followers on Twitter, Facebook and LinkedIn.</li> </ul>
<i>Output A.4. Strengthened ILO partnerships within the multilateral system for greater integration of the human-centred approach to the future of work into global debates and policies for achieving the SDGs</i>			
A.4.1. Number of partnerships with UN entities, international financial institutions (IFIs) and multilateral institutions or coalitions established or renewed.	Memorandums of understanding, letters of intent, road maps or other formal agreements.	To be determined by the end of 2019.	5 additional partnerships.
A.4.2. Number of new targeted training packages for constituents delivered at the global, regional and national levels.	Training packages delivered.	To be determined by the end of 2019.	5 additional training packages.

Indicators	Means of verification	Baseline	Target
<b>B. Effective and efficient governance of the Organization</b>			
<i>Output B.1. Improved procedures for governance organs and official meetings</i>			
B.1.1. Governance elements in the ILO Centenary Declaration for the Future of Work and its resolution are fully delivered during the biennium.	Reports submitted to the ILO's Governing Body; Governing Body decisions.	Not applicable.	Substantive progress is made on democratization of the functioning and composition of the Governing Body.
B.1.2. Timely provision of concise official documents in electronic form for all official meetings and continued application of the paper-smart approach (print on demand only addressing minimal specific and justifiable needs).	Official meetings' management system.	85% of official documents are published electronically on time.	100% of official documents are published electronically on time.
		15% of pre-session official documents are printed.	Printed pre-session official documents do not exceed 15%.
		39.4% of official communications sent exclusively in electronic format (2016–17).	85% of official correspondence sent exclusively in electronic format.
B.1.3. Effective and efficient time management of Governing Body sessions.	Official meetings' management system.	The actual time exceeded by approximately 11.5% against the time planned for the Governing Body sessions (2016–17).	10% (+/-) difference maximum with the initial agreed work plan of the meetings.
<i>Output B.2. Enhanced oversight and risk management systems</i>			
B.2.1. The External Auditor's level of satisfaction with the consolidated financial statements.	Financial report and audited consolidated financial statements.	Unmodified external audit opinion and full compliance with IPSAS (2017).	Unmodified external audit opinion and full compliance with IPSAS maintained.
B.2.2. Time required for the effective implementation of audit recommendations.	Report of the Chief Internal Auditor.	Average time frame for Office responses to internal audit reports of 4.3 months (2018).	The units responsible for implementing oversight recommendations provide their action plans within three months of the audit report being issued.
		Percentage of internal audit recommendations addressed by the six-month target date was 76.8% (2018).	All audit recommendations accepted by management are satisfactorily addressed within six months of the report's date.
B.2.3. Percentage of outstanding internal audit recommendations identified in follow-up audit.	Report of the Chief Internal Auditor.	15% (2016–17)	10%
B.2.4. Percentage of mandated units and functions that have updated risk registers in accordance with corporate requirements.	Enterprise risk management framework.	100% (2018)	100%

Indicators	Means of verification	Baseline	Target
<i>Output B.3. Increased uptake of evaluation for accountability and organizational learning</i>			
B.3.1 Effective implementation of the ILO results-based Evaluation Strategy 2018–21.	Annual Evaluation Report.	Not applicable.	Achieve or surpass the milestones for 2020–21 as set in the Strategy.
<b>C. Efficient support services and effective use of ILO resources</b>			
<i>Output C.1. Innovation and improved business processes</i>			
C.1.1. Percentage of users who report a positive assessment of the effectiveness of ILO support services.	ILO staff survey on organizational health.	Results of the 2018 Survey.	10% increase.
C.1.2. Number of new or improved ways of working delivered through innovation across the following dimensions: quality, user focus, transparency, efficiency and team dynamics.	Business Innovation Unit tracking system.	Not applicable.	<ul style="list-style-type: none"> <li>■ Quality: 50 initiatives.</li> <li>■ User focus: 50 initiatives.</li> <li>■ Transparency: 35 initiatives.</li> <li>■ Efficiency: 35 initiatives.</li> <li>■ Team dynamics: 35 initiatives.</li> </ul> <i>Some initiatives have a positive impact on multiple dimensions.</i>
C.1.3. Number of staff that participate in innovation initiatives during the biennium (innovation culture).	Business Innovation Unit tracking system.	Not applicable.	600 participants across the Office.
<i>Output C.2. Improved results-based programming and management systems</i>			
C.2.1. Percentage of DWCPs developed during the biennium aligned with the UN Sustainable Development Cooperation Framework.	UN Resident Coordinators' feedback to the ILO on draft DWCPs.	Not applicable.	100%
C.2.2. Percentage of ILO country offices that report on the ILO's contribution to the achievement of results in countries through UNINFO.	ILO country office's reports.	10%	25%
<i>Output C.3. Effective development cooperation</i>			
C.3.1. Share of voluntary contributions (XBDC, RBSA) as a percentage of total resources available to the Office.	Financial report.	45% (2016–17)	48%
C.3.2. Share of un-earmarked (RBSA) and lightly earmarked resources as a percentage of total voluntary contributions.	Financial report.	10% (2018–June 2019)	15%
<i>Output C.4. More agile and efficient human resources development</i>			
C.4.1. Effective implementation of the Human Resources Strategy 2018–21: Agility, engagement and efficiency.	Report on application of Human Resources Strategy.	Not applicable.	Achieve or surpass the milestones for 2020–21 as set in the Strategy.




Indicators	Means of verification	Baseline	Target
<i>Output C.5. Improved practices for ensuring environmental sustainability in the Office</i>			
C.5.1. Carbon footprint of ILO-wide air travel.	ILO Greenhouse Gases Inventory.	Results of the Greenhouse Gases Inventory 2018–19.	5% reduction.
C.5.2. Carbon footprint of the ILO headquarters.		Results of the Greenhouse Gases Inventory 2018–19.	5% reduction.
C.5.3. Effective waste management system in ILO headquarters.	Report on building renovation project.	Recycling rate of 71% prior to renovation (2016).	5% increase.



## Appendix II. Summary of relationships between the SDG targets and the outcomes of the programme of work for 2020–21

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





298. The following table includes the principal SDG targets to which the ILO will contribute directly – through the ILO outcomes – in 2020–21. It also includes the 14 SDG indicators that have been incorporated in the ILO results framework (Appendix I), as they will be used to track progress in specific components related to decent work of the SDG targets that are relevant to the ILO outcomes and strategic objectives.

**Table II.1. Links between the ILO results framework 2020–21 and the SDGs**

SDG	SDG targets	SDG indicators included in the ILO results framework	ILO outcomes
 1 NO POVERTY	1.1. By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	1.1.1. Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural).	All outcomes
	1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	1.3.1. Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims, and the poor and the vulnerable.	Outcome 8
 3 GOOD HEALTH AND WELL-BEING	3.8. Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.		Outcome 8
 4 QUALITY EDUCATION	4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.		Outcome 5
	4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.		Outcome 5
	4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.		Outcome 5 Outcome 6

SDG	SDG targets	SDG indicators included in the ILO results framework	ILO outcomes
<b>5</b> GENDER EQUALITY 	5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.		Outcome 6 Outcome 7
	5.4. Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.		Outcome 6 Outcome 8
	5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	5.5.2. Proportion of women in managerial positions.	Outcome 1 Outcome 6
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.	8.2.1. Annual growth rate of real GDP per employed person.	Outcome 3 Outcome 4
	8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services.	8.3.1. Proportion of informal employment in non-agriculture employment, by sex.	Outcome 3 Outcome 4
	8.4. Improve progressively, through 2030, global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production with developed countries taking the lead.		Outcome 3 Outcome 4
	8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	8.5.1. Average hourly earnings of female and male employees by occupation, age and persons with disabilities.	All outcomes
		8.5.2. Unemployment rate, by sex, age and persons with disabilities.	
	8.6. By 2020, substantially reduce the proportion of young people not in employment, education or training.	8.6.1. Proportion of youth (aged 15–24 years) not in education, employment or training.	Outcome 3 Outcome 5
	8.7. Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.	8.7.1. Proportion and number of children aged 5–17 years engaged in child labour, by sex and age.	Outcome 7



SDG	SDG targets	SDG indicators included in the ILO results framework	ILO outcomes
	8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	8.8.1. Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status.	Outcome 1 Outcome 2 Outcome 7
		8.8.2. Level of national compliance with labour rights (freedom of association and collective bargaining) based on ILO textual sources and national legislation, by sex and migrant status.	
	8.b. By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.	8.b.1. Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy.	Outcome 3
	9.3. Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.		Outcome 4
	10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.		All outcomes
	10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	10.4.1. Labour share of GDP, comprising wages and social protection transfers.	All outcomes
	10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.	10.7.1. Recruitment cost borne by employee as a proportion of monthly income earned in country of destination.	Outcome 7
	16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all.		Outcome 2
	16.6. Develop effective, accountable and transparent institutions at all levels.		All outcomes
	16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels.		Outcome 1
	17.14. Enhance policy coherence for sustainable development.		All outcomes
	17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.		All outcomes

# Information annexes

## 1. Operational budget

**299.** This annex provides further information on the operational budget of the ILO, which is composed of the following four parts: Part I, “Ordinary budget”, on major functions and resources of ILO programmes and on other budgetary provisions; Part II, “Unforeseen expenditure”; Part III, “Working Capital Fund”; and Part IV, “Institutional investments and extraordinary items”. It complements the detailed information provided in document GB.335/PFA/1 (paragraphs 75–99) along with Information Annexes 1 and 2, and document GB.335/PFA/1/1 (paragraph 5) along with Appendices I and II.

**300.** Following the adoption by the International Labour Conference in June 2019 of the level of the budget, this annex presents a further breakdown of the operational budget for 2020–21, for the Policy portfolio, the Field Operations and Partnerships portfolio, and employers’ and workers’ activities. The allocations reflect the indicative budget and deployment of resources based on the current departmental structure at headquarters and in the regions. The introduction of the revised programme of work set out in this document may require the Director-General to modify the current structure and distribution of related resources, which will evolve over the biennium as work plans are finalized.

### Operational budget for 2020–21 (in constant 2018–19 US\$)

	Professional	General service	Staff costs	Non-staff costs	Total resources
	(work-years/months)				
Part I					
Governance organs					
International Labour Conference	29 / 10	35 / 8	21 103 380	4 173 459	25 276 839
Governing Body	33 / 3	41 / 1	15 669 244	3 018 817	18 688 061
Major Regional Meetings	5 / 5	4 / 4	2 362 710	693 227	3 055 937
Office of the Legal Adviser	13 / 4	1 / 11	3 568 899	145 913	3 714 812
	81 / 10	83 / 0	42 704 233	8 031 416	50 735 649
Policy					
International Labour Standards	86 / 3	25 / 7	23 702 233	1 901 694	25 603 927
Employment Policy	66 / 3	21 / 0	19 043 626	2 661 314	21 704 940
Enterprises	50 / 0	15 / 0	13 739 520	2 901 719	16 641 239
Sectoral Policies	38 / 0	11 / 0	10 696 810	2 720 883	13 417 693
Governance and Tripartism	92 / 0	24 / 0	25 134 843	3 545 913	28 680 756
Conditions of Work and Equality	73 / 2	19 / 8	20 034 933	2 239 257	22 274 190
Social Protection	44 / 0	7 / 0	10 788 000	311 868	11 099 868
Research and Knowledge	70 / 0	19 / 0	18 523 109	1 510 266	20 033 375
Statistics	46 / 0	16 / 0	12 693 265	1 067 048	13 760 313
Technical Meeting Reserve	0 / 0	0 / 0	0	582 305	582 305
Deputy Director-General's Office	12 / 2	2 / 0	3 683 638	323 619	4 007 257
Regular Budget Technical Cooperation	0 / 0	0 / 0	0	6 495 846	6 495 846
	577 / 10	160 / 3	158 039 977	26 261 732	184 301 709

	Professional	General service	Staff costs	Non-staff costs	Total resources
	(work-years/months)				
Field Operations and Partnerships					
Multilateral Cooperation	20 / 0	8 / 0	6 066 592	1 641 189	7 707 781
Partnerships and Field Support	17 / 5	5 / 10	5 010 860	308 680	5 319 540
Programmes in Africa	232 / 7	254 / 0	50 300 227	27 438 187	77 738 414
Programmes in the Americas	186 / 8	149 / 6	44 591 689	19 246 266	63 837 955
Programmes in Arab States	48 / 0	37 / 3	13 510 505	5 075 644	18 586 149
Programmes in Asia and the Pacific	233 / 10	256 / 1	50 619 261	19 617 071	70 236 332
Programmes in Europe and Central Asia	97 / 2	62 / 8	19 509 854	5 187 868	24 697 722
International Training Centre of the ILO, Turin	0 / 0	0 / 0	0	8 343 454	8 343 454
South–South and Triangular Cooperation	0 / 0	0 / 0	0	1 785 841	1 785 841
Deputy Director-General's Office	6 / 4	3 / 5	2 335 720	158 642	2 494 362
	842 / 0	776 / 9	191 944 708	88 802 842	280 747 550
Employers' and workers' organizations					
Employers' Activities	26 / 0	5 / 6	7 063 132	3 260 423	10 323 555
Workers' Activities	46 / 0	14 / 0	13 237 920	8 003 815	21 241 735
	72 / 0	19 / 6	20 301 052	11 264 238	31 565 290
Management and Reform					
Support services					
Internal Services and Administration	38 / 0	103 / 6	22 545 847	23 561 955	46 107 802
Information and Technology Management	102 / 6	70 / 7	32 306 424	19 689 623	51 996 047
Official Meetings, Documentation and Relations	22 / 11	31 / 1	16 301 879	1 240 735	17 542 614
Communications and Public Information	41 / 0	14 / 0	11 280 612	1 650 022	12 930 634
Procurement	10 / 5	3 / 0	2 753 530	128 725	2 882 255
	214 / 10	222 / 2	85 188 292	46 271 060	131 459 352
Management services					
Human Resources Development	48 / 11	52 / 8	19 334 748	4 697 295	24 032 043
Financial Management	42 / 9	38 / 9	15 355 555	410 523	15 766 078
Strategic Programming and Management	15 / 2	4 / 0	4 354 660	126 141	4 480 801
Deputy Director-General's Office	6 / 0	2 / 0	2 162 145	282 265	2 444 410
	112 / 10	97 / 5	41 207 108	5 516 224	46 723 332
Office of the Director-General	10 / 0	16 / 0	5 699 405	1 392 773	7 092 178
Oversight and evaluation					
Internal Audit and Oversight	10 / 4	3 / 0	3 179 918	254 763	3 434 681
Independent Oversight Advisory Committee	1 / 0	0 / 2	325 472	294 871	620 343
External Audit Costs	0 / 0	0 / 0	0	1 067 400	1 067 400
Ethics Function	0 / 6	0 / 3	159 760	141 743	301 503
Evaluation	8 / 0	2 / 0	2 269 911	760 755	3 030 666
	19 / 10	5 / 5	5 935 061	2 519 532	8 454 593

	Professional (work-years/months)	General service	Staff costs	Non-staff costs	Total resources
Other budgetary provisions	9 / 0	9 / 10	3 839 254	41 318 458	45 157 712
Adjustment for staff turnover	0 / 0	0 / 0	-6 420 379	0	-6 420 379
<b>Total Part I</b>	<b>1 940 / 2</b>	<b>1 390 / 4</b>	<b>548 438 711</b>	<b>231 378 275</b>	<b>779 816 986</b>
Part II. Unforeseen expenditure	0 / 0	0 / 0	0	875 000	875 000
Part III. Working Capital Fund	0 / 0	0 / 0	0	0	0
Part IV. Institutional Investments and Extraordinary Items	0 / 0	0 / 0	0	15 713 000	15 713 000
<b>Total (Parts I–IV)</b>	<b>1 940 / 2</b>	<b>1 390 / 4</b>	<b>548 438 711</b>	<b>247 966 275</b>	<b>796 404 986</b>

## Other matters

- 301.** The Governing Body will recall the decision made at its 335th Session (March 2019) on the recommended level of the Budget for 2020–21, which included a requirement that the increased costs of the UN resident coordinator system be accommodated within the existing budget. The Director-General in his reply to the budget discussion at that time provided broad indications of how he would provide for the required US\$4.6 million. Resources have been earmarked for this purpose as set out in the following table, which confirms that there will be no impact on allocations to the regions. As allocations are released for 2020–21, the required adjustments will be made to the operational budget.

Sources of savings	US\$
Re-profiling and redeployments from the Management and Reform portfolio	1 895 000
Reduction in staff development provision (funds no longer required to support the IRIS rollout and associated staff training)	1 400 000
Removal of unassigned resources previously used for technical meetings	446 000
Reductions in travel support costs	368 000
Reductions in RBTC provisions within the Policy portfolio	263 000
Re-profiling and grading of positions within the Policy portfolio	198 000
<b>Total</b>	<b>4 570 000</b>

- 302.** Since the adoption of the budget by the International Labour Conference in June 2019, the Administrative Tribunal has issued its judgment in respect of the post adjustment multiplier for Geneva-based professional staff. One of the consequences of that judgment is that additional costs of some US\$8.8 million are anticipated for 2020–21, which have not yet been provided for. The Governing Body will consider this matter further under document GB.337/PFA/1/2.

## 2. Summary of regular budget technical cooperation resources

	2020–21 (in constant 2018–19 US\$)
Policy	6 495 845
Programmes in Africa	9 089 758
Programmes in the Americas	5 539 459
Programmes in the Arab States	2 513 680
Programmes in Asia and the Pacific	6 545 175
Programmes in Europe and Central Asia	1 658 200
South–South and Triangular Cooperation	1 785 841
Employers' activities	2 764 157
Workers' activities	5 784 896
<b>Total</b>	<b>42 177 011</b>