



# Governing Body

344th Session, Geneva, March 2022

Programme, Financial and Administrative Section

PFA

## Minutes of the Programme, Financial and Administrative Section

### Contents

	<b>Page</b>
Programme, Financial and Administrative Segment .....	3
1. ILO Programme Implementation 2020–21 (GB.344/PFA/1(Rev.1)).....	3
Decision .....	9
2. Delegation of authority under article 17 of the Standing Orders of the International Labour Conference (GB.344/PFA/2) .....	9
Decision .....	9
3. Programme and Budget for 2020–21: Regular budget account and Working Capital Fund as at 31 December 2021 (GB.344/PFA/3).....	10
Decision .....	11
4. Matters relating to ILO premises.....	11
4.1. Update on the headquarters building renovation project (GB.344/PFA/4/1) .....	11
Decision .....	11
Summary of the written comments received during the consideration of the item by correspondence .....	11

4.2. Update on the premises for the ILO Regional Office for Africa and Country Office for Côte d'Ivoire, Benin, Burkina Faso, Mali, Niger and Togo in Abidjan (GB.344/PFA/4/2).....	12
Decision .....	12
Summary of the written comments received during the consideration of the item by correspondence.....	12
5. ILO strategy on knowledge and innovation across the Organization (GB.344/PFA/5).....	13
Decision .....	17
6. Scale of assessments of contributions to the budget for 2023 (GB.344/PFA/6).....	17
Decision .....	18
7. Other financial questions.....	18
Audit and Oversight Segment .....	18
8. Report of the Independent Oversight Advisory Committee (GB.344/PFA/8(Rev.1)).....	18
Decision .....	19
Summary of the written comment received during the consideration of the item by correspondence.....	19
9. Report of the Chief Internal Auditor for the year ended 31 December 2021 (GB.344/PFA/9(Rev.1)).....	20
Decision .....	20
Summary of the written comments received during the consideration of the item by correspondence.....	20
Personnel Segment .....	21
10. Statement by the Chairperson of the Staff Union.....	21
11. Amendments to the Staff Regulations.....	21
12. Matters relating to the Administrative Tribunal of the ILO .....	22
12.1. Recognition of the Tribunal's jurisdiction by other international organizations.....	22
12.2. Composition of the Tribunal (GB.344/PFA/12/2) .....	22
Decision .....	22
13. Other personnel matters: Appointments to the ILO Staff Pension Committee (United Nations Joint Staff Pension Board) (GB.344/PFA/13).....	22
Decision .....	22

## Programme, Financial and Administrative Segment

### 1. ILO Programme Implementation 2020–21 (GB.344/PFA/1(Rev.1))

- 1. The Worker spokesperson** said that the 2020–21 biennium had been marked by the severe impact of the COVID-19 pandemic, which had made ILO support for constituents more necessary than ever. The work of the biennium had highlighted the relevance of the ILO social justice mandate and the need to implement and reinvigorate it by giving effect to the Decent Work Agenda, the ILO Centenary Declaration for the Future of Work and the Global Call to Action for a Human Centred Recovery. He welcomed the Office's adaptation of its working methods, particularly the use of digital means, during the pandemic to ensure support to constituents. The report should have better acknowledged connectivity challenges and the importance of returning to face-to-face meetings. The Office must explore ways to achieve a balance between virtual and in-person meetings, taking into account the digital divide and ensuring the collective nature of learning and policymaking.
2. While he welcomed the universal ratification of the Worst Forms of Child Labour Convention, 1999 (No. 182), faster progress was needed to end child labour in all its forms by 2025. Welcoming the entry into force of the Violence and Harassment Convention, 2019 (No. 190), and the high number of new ratifications of Conventions and Recommendations, he asked for such information to be listed by ratifying country and instrument ratified in future reports. Ratifications remained uneven between regions, and Asia and the Arab States should increase their rates. More needed to be done to promote policy coherence within the multilateral system. The development of Decent Work Country Programmes (DWCPs) that contributed to the implementation of the UN Sustainable Development Cooperation Frameworks was commendable, but the ILO should use the DWCPs to influence the content of the Frameworks, putting decent work at their core. He thanked donors for their voluntary contributions over the biennium. He welcomed the fact that outcome 1 received the largest share of Regular Budget Technical Cooperation and indicated that more resources should be allocated to outcome 2. The ILO should contribute more towards SDGs 3, 5 and 10. Future reports should include a section on challenges encountered by the regions in the achievement of results.
3. In respect of outcome 1, while social dialogue and collective bargaining had led to improved protection for workers, workers' organizations had witnessed a lack of respect for social dialogue during the pandemic, particularly where pandemic response measures had been used to curtail trade union rights. Efforts should be intensified to increase the ratification and implementation rates of 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). He welcomed the forthcoming publication of the flagship report on the strategic objective of social dialogue. Greater efforts were needed to ensure the full implementation of the conclusions of sectoral meetings. Regarding output indicator 1.4.2, he reiterated his group's preference to separate collective bargaining from workplace cooperation, as the right to collective bargaining was a fundamental right and should be given greater priority.
4. Concerning outcome 2, contrary to the indication in the report, there was an imbalance in favour of withdrawals and abrogations of outdated instruments compared to filling gaps in standards. Results for 2020 in terms of ratifications were below target, mainly owing to the effects of the pandemic. Governments must reverse that trend to ensure a rights-based recovery, following the encouraging increase in ratification rates in 2021. The inclusion of

normative issues noted by the supervisory system in UN Cooperation Frameworks was welcome and should be expanded to more countries.

5. Regarding outcome 3, better results were expected in the current biennium in relation to youth employment and the adoption of integrated formalization strategies. He asked whether the Office had addressed the promotion of agricultural standards in its work on the rural economy.
6. Concerning outcome 4, he asked the Office whether the results achieved were focused on productivity rather than a joint action on productivity and the improvement of working conditions. It was hoped that more national focal points for the promotion of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy would be created in 2022–23.
7. In respect of outcome 5, his group would welcome additional information on the results of the skills innovation network and any solutions to skills challenges that had been proposed through the innovation labs.
8. He expressed concern that results under outcome 6 were below targets and that the lowest expenditure across the regular budget, extrabudgetary contributions and the regular budget supplementary account had been registered for that outcome. There had been limited progress in the care economy and in the effective implementation of the right to equal pay. He asked how the Office planned to redress the lack of progress in mainstreaming gender, given the urgency to realize a transformative agenda for gender equality and the fact that women had been particularly affected by the pandemic.
9. Concerning outcome 7, the little progress achieved in developing integrated approaches encompassing the four categories of fundamental principles and rights at work was regrettable. The Office should increase its assistance, focusing on freedom of association, collective bargaining and non-discrimination. Work addressing collective bargaining on wages was key to reducing inequalities and should be expanded. Results relating to digital platforms had not met the target, consequently ILO technical expertise should be strengthened, focusing on research and policy-oriented solutions. ILO assistance for migrant workers, particularly hard hit by the pandemic, was welcome. As the current war in Ukraine had led to a massive flow of refugees into the neighbouring countries, it would be essential to provide support to refugees and host countries, taking into account the ILO 2016 Guiding principles on the access of refugees and other forcibly displaced persons to the labour market.
10. Regarding outcome 8, the pandemic had highlighted the urgency of achieving universal social protection. The Global Accelerator for Jobs and Social Protection should provide a key opportunity for the ILO to mainstream its standards and tripartism in guaranteeing universal social protection for all.
11. With regard to the enabling outcomes, he emphasized the exceptional circumstances of the virtual format of the 109th Session (2021) of the International Labour Conference and the need to return to face-to-face interaction. Progress must be made in achieving gender equality in senior positions. More should be done to promote rights-based policy coherence for social justice. It was important for the ILO to be in a stronger position to build the capacity of ILO constituents and to support them in engaging with UN platforms and mechanisms, as the needs and positions of trade unions were too often ignored or not adequately addressed by the UN Resident Coordinators. The ILO should aim for ambitious interventions underpinned by social dialogue to significantly improve the world of work. His group supported the draft decision.

- 12. The Employer spokesperson** recalled that his group had not supported the adoption of the Programme and Budget for the biennium 2020–21. Now was a critical moment to assess whether, in those two years, the Office's interventions had been adequate, had delivered organizational change and impact, and had been relevant to constituents and based on their needs. It was concerning that the reservations previously expressed by his group remained. Regarding the concern raised about the absence of a stand-alone outcome for social partners, the report largely confined the role of employers' organizations to social dialogue with the exception of work under output 1.1. Yet, the responses of employers' organizations to the COVID-19 crisis had gone far beyond that. Furthermore, the results highlighting how the institutional capacities of social partner organizations had been strengthened were buried under outcome 1. The mixed structure and presentation of outcome 1 in the report did not do justice to the unique value provided by the social partners to the ILO and the support provided by the Office to strengthen their voice, representation and independence. His group had experienced the cost of the current structure of outcome 1 and had witnessed an increased lack of coordination and consultation in the past two years. Member employers' federations had reported more incidents of ILO projects being launched without prerequisite consultations or with *fait accompli* project designs, which demonstrated the Office's significantly reduced efforts and capacity to support employers' organizations during the pandemic.
- 13.** Regarding the lack of budgetary transparency at the output level, despite consistent guidance from a third of the constituents, the financial information presented in the report did not offer a breakdown of budget and actual expenditure at the output level. The ILO extrabudgetary technical cooperation expenditure for outcome 1 was presented only in an aggregate manner, which made it impossible for the Governing Body to ascertain the distribution among the four specific outputs and to assess whether sufficient resources had been allocated to each of them. With regard to increasing the sustainability and value for money of ILO interventions, constituents could not be supported merely through the funding of events and sporadic activities. It was necessary to ensure the sustainability of ILO interventions to effectively support employers' and workers' organizations, and to act on the basis of a work plan that identified their real needs and priorities. He indicated that he would provide specific comments on the policy outcomes in writing.
- 14.** The new programme and budget should reflect the lessons learned from the ILO Programme Implementation Report 2020–21, incorporate adaptability and agility to meet the challenges faced by ILO constituents, and include enhanced budgetary transparency and accountability measures. It should also reflect focused efforts to improve the sustainability of ILO interventions and outline a dedicated policy outcome on strengthening the institutional capacities of employer and business membership organizations as well as workers' organizations. Institutions such as employers' organizations played a critical role in fostering economic and social stability and creating a conducive and legitimate environment for good governance. The tragedies of recent weeks had underlined the absolute need for strong representative and independent institutions to ensure that threats to democratic governance and underlying structural issues affecting it could be fully addressed.
- 15. Speaking on behalf of the Asia and Pacific group (ASPAG)**, a Government representative of China welcomed the agile, adaptive and timely response provided by the Office to the COVID-19 crisis and the progress made on all eight policy outcomes. With regard to outcome 1, he requested that the Office find viable means to address the increasing demand for capacity-building of national labour administrations. Concerning the targets related to the ratification of international labour standards under outcome 2, the Office should provide timely, effective and tailored technical assistance to Member States. The Office should also reinforce its support

to sustainable enterprises to mitigate the enduring impacts of the pandemic. Given the almost doubled need for ILO support on skills and lifelong learning compared to 2018–19, the Office should increase its work in the area by reflecting the Conference resolution concerning skills and lifelong learning in the design and implementation of the programme and budget.

16. As the results under outcome 6 fell short of overall targets, ASPAG invited the Office to further improve performance to promote gender equality and equal opportunities and treatment for all in the world of work. The Office should also build on the progress achieved under outcomes 7 and 8 to continuously support Member States with regard to the protection of workers and social protection through multiple channels. Concerning outcome C on efficient support services and effective use of ILO resources, the Office should carry out further work to substantially improve the geographic representation of its staff in close cooperation with constituents.
17. While the immediate and swift response to the COVID-19 crisis had proven indispensable, a more strategic perspective should be adopted to achieve a human-centred recovery, addressing long-lasting decent work deficits and new challenges for the future of work with longer-term solutions. The active involvement of the tripartite constituents in the process of ILO knowledge development and advocacy was crucial to enhance the Organization's impact and credibility. Stronger policy coherence and coordination between the ILO and the multilateral system was key to integrating and utilizing all resources available in a strategic manner to advance the Decent Work Agenda. As extrabudgetary resources were an imperative part of the total budget and expenditure, intensified efforts regarding resource mobilization were vital to ensure that all targets were properly and adequately budgeted. ASPAG supported the draft decision.
18. **Speaking on behalf of the Africa group**, a Government representative of Malawi reiterated his group's recommendation to reinstate the division of the debate into two parts to allow for general discussion and specific comments and responses concerning the detailed information in the sections and appendices of the report. Noting the close interrelation of the various budgetary resources available to the ILO, including voluntary contributions, he urged the Office to further promote cooperation with both traditional and potential development partners. The Office must also continue to be guided by the ILO's four pillar policy framework for tackling the socio-economic impact of the COVID-19 crisis. Additional resources needed to be provided for research to inform the design of interventions aimed at mitigating the social and economic impacts of the COVID-19 crisis.
19. The lack of progress towards the eradication of child labour was concerning, particularly for the Africa region, where child labour had increased. The Office should therefore scale up its child labour eradication efforts in regions struggling with the issue. He urged the Office to continue evaluating the effectiveness of training through virtual methods provided by ILO Turin Centre and called for more efforts to strengthen ILO interventions for results under policy outcome 6 in next biennium. The Office should also prioritize support for the promotion of social protection, especially in low-income countries, including those in Africa, as a matter of urgency.
20. **Speaking on behalf of the group of Latin American and Caribbean countries (GRULAC)**, a Government representative of Chile highlighted that the region of the Americas had received only 13 per cent of the technical cooperation resources allocated for the promotion of decent work, industrial capacities, South–South and triangular cooperation, social dialogue and tripartism. A mere three per cent of technical cooperation programme expenditure had been allocated to outcome 6 on gender equality and non-discrimination; efforts should be

redoubled to achieve the targets under that outcome. The ILO's transformative agenda for gender equality would only be achieved through decisive action to reduce the gender wage gap, address care work in a holistic manner and promote diversity and inclusion in the world of work. Regarding more effective and efficient human resources development, the measurement of indicator 2.3 on an improved culture of respectful and inclusive behaviour was general and could obscure the real challenges relating to cases of harassment, including sexual harassment, at the ILO. Established communication channels for the settlement of disputes were needed to ensure that staff could lodge complaints safely.

21. In respect of the ILO's participation in the United Nations Environment Programme's (UNEP) Greening the Blue strategy, additional measures should be identified to reduce greenhouse gas emissions as the ILO gradually returned to work in-house. Turning to outcome 2, while progress had been made, his group reiterated the need for activities that responded to the priorities of countries of the region of the Americas, in particular to help them implement the recommendations of the supervisory system. Regarding the need for more time and ILO assistance for policymaking processes, as identified under outcome 5 on skills and lifelong learning, his group asked what measures the Office would take to integrate the agreements reached at the 109th Session of the International Labour Conference. His group encouraged the Office to continue efforts to develop strategies to strengthen social protection coverage and benefits, and to adopt response policies based on social protection. The opportunities provided by digital channels such as hybrid arrangements should be harnessed, taking into account their advantages and disadvantages. The ILO should be in the vanguard in developing innovative forms of digital work, both in the services that it offered and in the efficient functioning of the Governing Body and of the Office itself.
22. **Speaking on behalf of the group of industrialized market economy countries (IMEC)**, a Government representative of the United States of America expressed appreciation for the agile and creative response of the Office to the COVID-19 pandemic, in particular its efforts to support constituents in their responses, produce information on the pandemic's impact on the world of work and implement business continuity measures to ensure that its work and the Organization's critical governance structures could continue to operate.
23. IMEC appreciated the analysis of how the Organization's work had contributed to the achievement of the Sustainable Development Goals, as well as its leadership in the Climate Action for Jobs Initiative and the Global Accelerator for Jobs and Social Protection. Going forward, her group wished to learn more about how those efforts enhanced the ILO's ability to achieve its strategic objectives and meet the targets set out in its programme and budget. Furthermore, IMEC valued the detailed information provided on the sources and allocation of resources by outcome and region and concurred that the ILO must do better at keeping track of its deliverables and capturing its impact, while recognizing that national outcomes could not solely be attributed to its contribution. She acknowledged that the Organization's work sometimes bore fruit over multiple years.
24. At the output level, she noted with concern that the gaps between targets set and results achieved under the eight policy outcomes varied substantially and that the target set in relation to outcome 6 had not been met by the largest margin. She encouraged the Office to continue to strengthen the results framework to ensure that it could serve as a better reference point for the results to be achieved.
25. The information provided on the ILO's contribution to the achievement of some outcomes was welcome; however, more was needed. For example, it would be useful to know whether the use of the Strategic Compliance Portal to monitor the results of inspection campaigns had

resulted in an increased number of inspections, how many workers had benefited and whether improvements had been made as a result. Similarly, it would be useful to have additional information on the impact of the ILO's work using the ILO Decent Work Results Dashboard and the InfoStories platform, including details regarding beneficiaries, measures implemented and positive results. She requested the Office to provide a progress report on the four impact indicators and 14 outcome indicators contained in the ILO results framework for 2020–21 and expressed regret that none had been forthcoming in the document.

26. Her group welcomed the information provided on lessons learned and shared the view that the Office had made particularly effective contributions to research and knowledge management efforts and that the ILO must continue to seek ways to expand its global reach. She noted that the ILO had struggled to provide coordinated and timely support to the field due to difficulties in securing the required technical expertise on the ground, welcomed the plans to further prioritize the rationalization of joint planning and reporting frameworks and mechanisms and concurred that the ILO should place greater importance on ensuring the sustainability of results. Lastly, she noted that the conclusions contained in the document aligned with those of the Multilateral Organisation Performance Assessment Network (MOPAN) assessment, published in 2021.
27. **A representative of the Director-General** (Director, Strategic Programming and Management Department) said that the Office was making every effort to balance extrabudgetary development cooperation contributions across all outcomes, including through the ILO Development Cooperation Strategy 2020–25 and its Implementation Plan, and through structured funding dialogues. However, those efforts would require the continued support of donors and constituents.
28. In response to a request from IMEC, he said that it was difficult to provide a progress report on all impact and outcome indicators as the relevant information was often not received from national sources in a timely manner. The Office would keep working to improve the availability of national statistics in order to track progress and support decision-making. Any available information on indicators had been provided in table 1 of the document.
29. In answer to a question raised by the Employers' group to present budget expenditure at output level, he said that under the results-based management model, information on budget expenditure was required to be presented for governance purposes at the outcome level. That practice, used across the United Nations system, helped to separate governance and operation accountabilities between the Governing Body and the Office and supported an integrated approach within and across outcomes. However, in response to employers' request, the document provided a breakdown of information for outputs 1.1 and 1.2 under outcome 1. Additional resources had been allocated to support workers' and employers' organizations under those two outputs in the 2020–21 biennium in comparison with previous biennia, leading to an additional expenditure of US\$0.8 million in 2020–21 in comparison with 2018–19. Consolidating its support for workers' and employers' organizations under one outcome had allowed the Office to allocate further resources and facilitate capacity-building for employers' and workers' organizations, and had enhanced teamwork in the implementation of the programme and budget across the Office.
30. Turning to requests relating to specific outcomes, he clarified in response to the Workers' group that agricultural standards and norms were taken into account in the results achieved in the rural economy under outcome 3. More information in that regard might be provided in future programme implementation reports. He further confirmed that working conditions had been taken into account in the results achieved under outcome 4 in addition to increased

productivity, and concurred that future reports should provide more information in that regard. In respect of outcome 5, further information on the Skills Innovation Facility could be found on the ILO website. In response to questions raised by ASPAG and GRULAC on follow-up to discussions held at the 109th Session (2021) of the International Labour Conference, he indicated that a draft ILO strategy on lifelong learning for 2022–2030 would be submitted to the Governing Body for discussion at its November 2022 session, with further information on skills and lifelong learning. In addition, the Office would hold a structured funding dialogue on skills in March 2022.

31. He took note of constituents' concerns regarding the achievement of targets set out under outcome 6. Since gender equality and equal opportunities had only recently been included as an outcome in the programme and budget, it would take time to improve implementation and to measure and achieve results. However, the Office was taking action in that regard, including through knowledge generation in the care economy. The Office was also strengthening its advocacy on equal pay and improving the availability of statistics disaggregated by gender. As outcome 6 had received the lowest amount of extrabudgetary resources, more efforts would be needed to mobilize resources towards its achievement. In 2020–21, the Office had therefore allocated over US\$2 million of Regular Budget Supplementary Account resources to outcome 6 in order to improve the situation. He invited donors to demonstrate their interest and support for that outcome.
32. He took note of constituents' comments, including with regard to capacity-building under outcome 1; strengthening the importance of Conventions Nos 87 and 98, and others; strengthening social protection under outcome 8; and improving diversity among staff. The Office would take those observations into account in the implementation of the Programme and Budget for 2022–23 and in the development of the programme and budget proposals for 2024–25.

## Decision

33. **The Governing Body took note of the report and requested the Office to take into account the observations made during the discussion.**

(GB.344/PFA/1(Rev.1), paragraph 230)

## 2. Delegation of authority under article 17 of the Standing Orders of the International Labour Conference (GB.344/PFA/2)

34. In preparation for the adoption of a decision by correspondence, the Office held a briefing session for Governing Body members on this item on 28 February 2022.
35. The Screening Group agreed to put the item forward for a decision by correspondence and the decision was approved by consensus and announced to all Governing Body members by a communication of 11 March 2022.

## Decision

36. **The Governing Body decided to delegate to its Officers, for the period of the 110th Session (2022) of the International Labour Conference, the authority to carry out its responsibilities under article 17 of the Standing Orders of the Conference in relation to proposals involving expenditure in the 78th financial period ending 31 December 2023.**

(GB.344/PFA/2, paragraph 3)

### 3. Programme and Budget for 2020–21: Regular budget account and Working Capital Fund as at 31 December 2021 (GB.344/PFA/3)

37. **A representative of the Director-General** (Treasurer and Financial Comptroller) said that the final financial results for the 2020–21 biennium were still subject to confirmation through the external audit process of the Financial Statements and would be presented to the Governing Body in May 2022. At that time, the Office would calculate the amounts due to Member States under articles 11.5–11.7 of the ILO Financial Regulations for the distribution of the net premium earned in 2020–21, which would be applied from January 2023. That total amount was currently estimated to be CHF23 million.
38. To date, in 2022 the ILO had received CHF89.4 million in arrears outstanding from previous financial periods, and CHF110.9 million in assessed contributions for 2022, which represented 28.9 per cent of the total amount due. He drew the Governing Body's attention to document [GB.344/PFA/INF/1](#), which contained information on the collection of contributions from 1 January to 28 February 2022. In addition, since 1 March 2022, CHF19.6 million had been received from Member States, details of which had been provided on the Governing Body website ([GB.344/PFA/Room paper](#)).
39. **The Employer spokesperson** took note of the excess of income over expenditure for the 2020–21 biennium and acknowledged the use of the arrears of contributions received to reimburse the internal borrowings and the Working Capital Fund. He noted with satisfaction that the total contributions outstanding at 31 December 2021 was lower than the total contributions outstanding at 31 December 2019. Given the challenging financial environment resulting from COVID-19 pandemic, he commended governments for fulfilling their financial obligations on time. He also noted that 17 Member States had lost the right to vote as a result of their arrears. He expressed support for the draft decision.
40. **The Worker spokesperson** noted the slowdown in expenditure caused by the COVID-19 pandemic and the subsequent recovery. He thanked those governments that had already paid their assessed contributions or settled their arrears and encouraged others to meet any outstanding obligations. He took note of the fact that the arrears received had been used to reimburse the Working Capital Fund. He expressed support for the draft decision.
41. **Speaking on behalf of the Africa group**, a Government representative of Eswatini commended the Office for operating within its allocated budget for the 2020–21 biennium. However, the document did not contain information about savings or gains made from the timely payment of assessed contributions. He asked whether that omission was because no such payments had been made in the 2020–21 biennium, particularly since there was no indication that article 11.5 of the ILO Financial Regulations had been triggered. In addition, he asked whether the document reflected the income derived from the sale of Plot No. 4057 of the ILO, which had been allocated to phase 2 of the headquarters building renovation project, or the expenditure incurred thus far as part of that phase of the renovation project. Subject to the responses provided by the Office, the Africa group supported the draft decision.
42. **Speaking on behalf of IMEC**, a Government representative of the United Kingdom of Great Britain and Northern Ireland expressed satisfaction that there had been no further proposal to derogate from the Financial Regulations to divert a proportion of the Organization's net premium to the Working Capital Fund. Expressing deep concern regarding the amount of outstanding assessed contributions, she urged all Member States to fulfil their obligations. IMEC supported the draft decision.

43. **A representative of the Director-General** (Treasurer and Financial Comptroller), referring to the provisions of article 11.5, reiterated that approximately CHF23 million would be redistributed from January 2023, once the financial statements were finalized and approved by the Conference. The income from the land sale had not been included in the current document because it had been reported in the ILO's 2020 financial statements. Expenditure under phase 2 of the headquarters building renovation project would be reported regularly at future Governing Body sessions.

## Decision

44. **The Governing Body took note of the information provided in document GB.344/PFA/3 on the position of 2020–21 income and expenditure**  
(GB.344/PFA/3, paragraph 11)

## 4. Matters relating to ILO premises

### 4.1. Update on the headquarters building renovation project (GB.344/PFA/4/1)

45. In preparation for the adoption of a decision by correspondence, the Office held a briefing session for Governing Body members on this item on 28 February 2022.
46. The Screening Group agreed to put the item forward for a decision by correspondence and the decision was approved by consensus and announced to all Governing Body members by a communication of 11 March 2022.

## Decision

47. **The Governing Body:**
- (a) **approved the proposed budget for the perimeter security project of the headquarters building, in line with the resources available from the sale of ILO land; and**
  - (b) **requested the Director-General to continue to engage with the Government of the host country regarding a potential financial contribution and coordination of the implementation of the security perimeter project.**

(GB.344/PFA/4/1, paragraph 13)

## Summary of the written comments received during the consideration of the item by correspondence<sup>1</sup>

48. **The Workers' group** noted the progress made in phase 2 of the headquarters building renovation project, including the finalization of the work on the facades of the Colonnades. The group noted with satisfaction that the Office expected to file for a building permit for the security perimeter project in March 2022 and that the design was in full compliance with the regulations set by the United Nations (UN) Department of Safety and Security. It supported the proposal for an accessible pathway leading from the reception pavilion to the main building

---

<sup>1</sup> The complete text of each of the comments in the original language is available on the [Governing Body's web page](#), together with the decision.

and welcomed the fact that the estimated cost of the security project was in line with the resources available from the sale of ILO land. Further discussions on the potential financial contribution from the host country would also be welcome. Access for ILO constituents to the ILO building without major obstacles, while ensuring the security of the building, remained important. The Workers' group supported the draft decision.

49. **IMEC** welcomed, in particular, the completion of the temporary structure to house the Governing Body and other conference rooms in time for the 344th Session of the Governing Body. The combined budget for phase 2 of the renovation project and the security perimeter project exceeded the proceeds from the sale of plot 4057. As the Office was in discussions with the host country regarding a financial contribution, and as the contract for the sale of plot 4057 had included a provision for the payment of additional funds, depending on the development density approved for the use of the land, the Office should endeavour to make savings and to complete phase 2 of the renovations and the security project under budget. IMEC supported the draft decision.

## 4.2. Update on the premises for the ILO Regional Office for Africa and Country Office for Côte d'Ivoire, Benin, Burkina Faso, Mali, Niger and Togo in Abidjan (GB.344/PFA/4/2)

50. In preparation for the adoption of a decision by correspondence, the Office held a briefing session for Governing Body members on this item on 28 February 2022.
51. The Screening Group agreed to put the item forward for a decision by correspondence and the decision was approved by consensus and announced to all Governing Body members by a communication of 11 March 2022.

### Decision

52. **The Governing Body took note of the update provided in document GB.344/PFA/4/2.**  
(GB.344/PFA/4/2, paragraph 6)

### Summary of the written comments received during the consideration of the item by correspondence <sup>2</sup>

53. **The Workers' group** noted the Resident Coordinator's proposal of February 2021 to incorporate a UN House in the renovation of ILO-owned premises in Abidjan and the ILO's willingness to support that proposal, subject to confirmation by the Government of Côte d'Ivoire that it would make a commitment to finance the UN House. The group also noted the absence of a financial commitment by the Government to date and observed that the redevelopment of the ILO premises agreed by the Governing Body in October 2020 had stalled, pending developments on the proposed UN House. The Office had indicated at the briefing session in February 2022 that there was no guarantee that other UN organizations would have the necessary funds for the UN House project, which would be more expensive than the initial ILO project. The Workers' group supported the draft decision but wished to see the Office follow developments closely and report to the Governing Body as soon as possible, in order to avoid an increase in the costs of renovating the current building as its condition deteriorated

---

<sup>2</sup> The complete text of each of the comments in the original language is available on the [Governing Body's web page](#), together with the decision.

pending a decision on the way forward, bearing in mind that the ILO owned the land concerned. Cumbersome administrative procedures to access the current building made working relations difficult.

54. **IMEC** strongly supported the Regional Coordinator's proposal to incorporate a UN House into the renovation of the ILO-owned premises in Abidjan. The Office's willingness to support that proposal, although subject to confirmation of the financial commitment of the Government of Côte d'Ivoire, was welcome. While recognizing that not all UN agencies had building and accommodation funds, IMEC wished to know what work had been or could be done to consider UN agency co-funding of the proposal, should the Government not be in a position to provide funding. A new joint financing mechanism may be required as part of the UN reform process to ensure that the proposal could be taken forward. IMEC supported the draft decision and would welcome an update on developments at the following session of the Governing Body.

## 5. ILO strategy on knowledge and innovation across the Organization (GB.344/PFA/5)

55. **The Employer spokesperson** noted that the document presented only general considerations for the development of the strategy on knowledge and innovation rather than the strategy itself, or even the building blocks of a strategy. The strategy was reported to be in the early stages of development, despite the indications from previous discussions that it already existed, the questions raised by the Employers and others in November 2020 in that regard and the approved budget for the Innovation and Knowledge Management Unit. Furthermore, the Office's three innovation facilities were not mentioned in the document. The Employers wished to know why it was taking so long to present the Governing Body with a strategy, given its importance to the effectiveness of the Organization. He asked for clarification of the status of the existing innovation facilities and how they would fit into the narrative of the strategy.
56. To foster a culture of collaboration and innovation, the strategy would need to elaborate on how the Organization's culture could be enhanced to make collaboration regular and deliberate. Since the Office would need strong leadership, trust, communication and a shared vision and purpose, anyone who led work on knowledge management and innovation must have capacity and expertise in both areas; a strengths, weaknesses, opportunities and threats analysis would help to recognize and address good work and gaps. The strategy should illustrate how the Office would create the conditions for innovation, rather than merely adding to staff responsibilities. The efforts needed to synchronize and keep up to date the burgeoning number of ILO data platforms should also be reflected. Clarification would be appreciated of the futures and foresight methods with which staff would be equipped. The strategy should also consider disincentives for not sharing information and assess duplication when developing knowledge products. Regarding institutional capacities, it was not clear how innovation would help the Office achieve the objective of working more effectively and increasing its impact.
57. It was deeply regrettable that the Governing Body had not been able to discuss a progress report on the strategy at the current session. The Employers urged the Office to present the progress report in November 2022 and a strategy in March 2023. The strategy should benefit from the ILO's leadership and technical expertise in the area of knowledge management and innovation; reflect constituents' priorities, needs and challenges; incorporate the ability of the Innovation and Knowledge Management Unit to leverage institutional knowledge and the innovative approaches of social partner organizations and their secretariats; harness a culture of knowledge sharing that recognized interdisciplinary and collective efforts; equip staff with

expertise and constituent-oriented knowledge; anticipate and respond to key emerging issues in workplace transformation; and be anchored in a sound evidence base.

58. **The Worker spokesperson**, welcoming the Office document, noted that the Innovation and Knowledge Management Unit was not yet operational due to an ongoing recruitment process. Although the Unit's mandate went beyond addressing the challenges presented by the COVID-19 pandemic, she welcomed the fact that it would assist the Office in pursuing innovative strategies and solutions to support constituents and find new ways of disseminating the work of the Organization. In that respect, she commended the Office for its adaptability.
59. Given the lack of formal consultations with the Staff Union on the subject, she would appreciate further information on the establishment of a culture of collaboration and innovation in relation to the empowerment of staff and use of performance management systems, and asked what was intended by the reference to rewarding innovation in paragraph 12 of the document. Further clarification was needed in order to determine whether the proposal overlapped with existing human resources policies and systems. Further information would be appreciated on the concrete changes that the Office wished to pursue in the name of strengthening innovation in the workplace.
60. Further clarification would also be welcome of the interaction between the innovations proposed in the document and those outlined in the information document on the Information Technology Strategy 2018–21 ([GB.344/PFA/INF/2](#)), particularly in relation to the scope and availability of IT services “on the go”, and on how the Office planned to handle teleworking in the long-term.
61. Efforts to increase the usability of statistical platforms and disseminate knowledge products were appreciated but must be in line with the recommendations of the High-level independent evaluation of the ILO's research and knowledge management strategies and approaches 2010–19. Existing ILO databases should be used to ensure that interventions at the country level were informed by relevant and up-to-date knowledge of domestic legislation. Data and analysis could be improved through the right combination of staff and financing. More details should be provided on the link between the strategy and the UN Secretary-General's report *Our Common Agenda*, and on the futures and foresight methods under development. More details would be appreciated on specific proposals to capture media attention and on what was meant by the reference to competitors of the ILO. Further details were also needed on plans to make wider use of networks and collaborative working, rather than emails, platforms and meetings, and how that would strengthen the inclusion and targeting of social partners in dissemination activities, given notable gaps in that area.
62. She asked how the Office intended, in the roll out of the new Unit and strategy, to build on the ILO Institutional Capacity Development Strategy, which had included a proposal to strengthen staff understanding of the role of social partners and labour administrations. While she supported the work and role of the International Training Centre of the ILO (Turin Centre), digitalization must be regarded as a tool, rather than a goal, particularly in the context of maintaining a human-centred focus. The temptation to equate the use of new technology with strengthened institutional capacity should be resisted. To avoid working in silos, a more coordinated approach that was based on the ILO's normative mandate would be a major improvement. Plans to strengthen external partnerships in a UN context were not clear and further information would be needed to assess the functioning of the Unit within the ILO and in the wider UN system. To a large extent, the work proposed for the Unit appeared to already have been captured in the priorities and existing areas of work of the respective technical units. It was not clear where overlaps and duplication proved beneficial or counterproductive.

The Workers supported the draft decision and called for a document to be presented in November 2022, with the possibility of further discussion in March 2023.

- 63. Speaking on behalf of the Africa group**, a Government representative of Algeria said that, in the current challenging global context, the ILO must continuously adapt its working methods, by establishing a genuine strategy to promote a culture of knowledge and innovation, and thereby develop its capacities for policymaking. Her group welcomed the establishment of the Innovation and Knowledge Management Unit, the work of which must be linked with the strategic directions of the Organization in respect of managing knowledge and strengthening knowledge-sharing and learning processes.
- 64.** The strategy must take account of good practices and lessons learned in other organizations. It should be included in the ILO's methods of work and incorporated into its activities. Tools to develop knowledge and identify culture changes to be made within the Organization were needed, as were defined roles within the Innovation and Knowledge Management Unit and in the various departments concerned. Staff recruitment must take into account the action plan for improving the diversity of the ILO workforce and equitable geographical distribution. The Turin Centre could assist in promoting further work on innovation and learning. Partnerships within and beyond the UN system, particularly in the field, should be encouraged. It was imperative to continue to improve data and content management through the use of existing communication mechanisms and new mechanisms based on good practices identified during the COVID-19 pandemic. The ILO's capacities in research and knowledge management should be consolidated and strengthened. Monitoring and feedback mechanisms should be established to ensure the effective implementation of the strategy. The strategy must ultimately be based on cultural, organizational and material pillars. It therefore required adapted approaches, organizational and structural flexibility, and sound coordination. Her group supported the draft decision.
- 65. Speaking on behalf of IMEC**, a Government representative of Canada welcomed the general focus in the document under discussion on an enabling environment, including the adaptation of human resources policies and the strengthening of informal knowledge-sharing activities. Strengthened foresight was essential to enable the ILO to confront upcoming challenges and seize opportunities. As the strategy was in the early stages of development, it was difficult to clearly ascertain the key issues that it intended to address. As it stood, it seemed that no innovative approach was proposed for well-established functions, such as evaluation, and that many of the activities fell under existing responsibilities, thereby creating a risk of organizational overlaps and duplication.
- 66.** It was vital to ensure the implementation of innovative ideas to improve processes and develop new products, services and applications. The development of digital products for service delivery, for example, required an understanding by information technology specialists of constituents' needs. The report was not clear on how gaps in know-how were identified and covered, how external lessons learned were incorporated, or how the risk of creating organizational duplication was taken into account. The limited notion of collaboration within the multilateral system in the report was surprising, as the great potential for synergies should be used. The COVID-19 pandemic had revealed how different sectors were interlinked and, in order to foresee the effects of sectors on each other, shared data pools were essential. She would appreciate clarity on how the strategy would help to strengthen ILO's collaboration with its partners, and on how the ILO could position itself as an innovation leader for the broader multilateral system. She also wondered how the ILO's foresight techniques, would allow the Organization to benefit from collaboration with external actors to better anticipate social and technological developments that would have an impact on the world of work.

67. Her group encouraged the Office to reflect on knowledge- and data-sharing between headquarters and regional offices, and the appropriate tools needed for that. Consideration should be given to how data collected from ILO's operational activities would feed into its innovation capacity and vice versa. She called on the Office, at the outset, to take into account the possible effects on gender equality in the development of the innovation strategy. IMEC could support the draft decision, on the understanding that the progress report to be presented to the Governing Body at its 346th Session would allow for a more effective assessment of the strategy.
68. **A representative of the Director-General** (Senior Adviser to the Deputy Director-General for Management and Reform) noted that the document was an early draft, as the purpose of the discussion was to receive guidance from the Governing Body to finalize the strategy. Knowledge management and innovation activities had been taking place in the Office for a long time, and the aim of the Innovation and Knowledge Management Unit was to provide a resource for individual initiatives and to ensure coherence and a more strategic approach to innovation and knowledge management within the Office. It would integrate the Business Innovation Unit with the Strategic Knowledge Team, thereby simplifying the organizational structure and managerial hierarchy. The communication channels were already in place, as the teams worked with the Information and Technology Management Department, the Human Resources Development Department, the policy innovation facilities and the Turin Centre. It was hoped that ongoing work would be pursued on a larger scale and more efficiently.
69. The elements of the strategy set out in the document concerned policy solutions and delivery mechanisms, improving process efficiency and creating a culture in which innovation and knowledge management were the norm. The strategy had been informed by an organizational culture assessment and had received input from staff members on what the Office did well and what improvements they would like to see. A series of four dialogues on priority areas had then been held. In addition, the pandemic had taught the Office how to better communicate remotely with all staff more frequently.
70. Knowledge management and innovation initiatives by staff would be recognized and incorporated into the existing performance management system. Managers would be encouraged to release staff to participate in initiatives to ensure a high level of staff participation. Targets for different types of innovation initiatives had been included under output C.4 of the Programme and Budget for 2022–23 to reflect that staff were participating in change projects. The aim was to create an environment of improving working methods by addressing the root causes of problems.
71. The Unit would also act as a knowledge hub for innovation and knowledge management activities across the Office, to scale up solutions where possible, or share solutions to similar problems to avoid repeating the full cycle of problem resolution. The unit would not generate new objectives, but would implement initiatives that had already been identified in the programme and budget and approved by the Governing Body. The Unit was designed to have an impact by supporting the implementation of improvements and would act as an enabler to the functional areas that owned the initiatives; that would eliminate the risk of parallel or uncoordinated activities within the Office.
72. **Another representative of the Director-General** (Deputy Director-General for Policy) provided an update on the four policy innovation initiatives in the Policy Portfolio. The most advanced was the skills facility, which focused on the creation of innovative lifelong learning systems and had been operational since 2020. The Office had launched three Skills Challenge Innovation Calls. The first call had attracted almost 500 applications from nearly 100 countries.

The winning proposal had been from the Domestic Workers Association of Zimbabwe, on training in modern domestic skills to improve workers' employability. An innovation ecosystem had been built as a result of technical advice and mentoring, and engagement with local government, to provide important administrative advice and content expertise. The Association was currently providing training online to hundreds of domestic workers.

- 73.** The ILO Regional Office for Latin America and the Caribbean was involved in the second Skills Challenge Innovation Call, on e-formality and skills development in the region, in May 2021. The first winning proposal was by the Guayaquil Chamber of Industries of Ecuador to develop a virtual platform to support micro, small and medium-sized enterprises in managing their inventory. The second prize went to a digital education enterprise in Brazil, on the development of a digital education application aimed at promoting the formalization of women in contexts of social vulnerability. The third Skills Challenge Innovation Call was launched by Alliance 8.7, on the prevention of forced labour in Africa through skills and lifelong learning. Other innovation initiatives covered productive and sustainable enterprises for decent work, jobs and a just transition in the context of climate challenges, and transformative technologies for decent work.
- 74.** As to futures and foresight methods, it was essential to think strategically about future engagement, in addition to gathering lessons learned from the past. One example of exploring future scenarios related to the impact of the COVID-19 pandemic, given the likelihood of future pandemics. The Policy Portfolio was committed to working closely with colleagues in the Management and Reform Portfolio, and the Office would take the Governing Body's guidance into account in the development of the strategy.
- 75. The Worker spokesperson** noted that the input of individual staff members on what was working well and on desired improvements was separate from consultation with the Staff Union, and emphasized the importance of recognizing the Staff Union as a collective and as an internal partner that must be consulted with.

## Decision

- 76. The Governing Body took note of the development of the strategy and requested the Director-General to:**

- (a) take into account the views expressed by the Governing Body in its finalization; and**
- (b) present a progress report to its 346th Session (November 2022).**

(GB.344/PFA/5, paragraph 28)

## 6. Scale of assessments of contributions to the budget for 2023 (GB.344/PFA/6)

- 77.** In preparation for the adoption of a decision by correspondence, the Office held a briefing session for Governing Body members on this item on 28 February 2022.
- 78.** In a written comment received during consideration of the item by correspondence, **the Government of Cuba** stated that the country was going through a period marked by the impact of the COVID-19 pandemic on the economy and that the situation was deteriorating owing to the unprecedented tightening of the economic, financial and trade blockade imposed by the United States Government against Cuba. During the pandemic, the United States Government had designed a policy of maximum pressure aimed at strangling the Cuban economy; it had intensified the unilateral coercive measures already being taken and applied

further measures. It was very challenging for Cuba, in a context of economic reorganization, to tackle the current economic crisis without compromising the social progress that had been made or the protection of its population. As the circumstances in Cuba were likely the same as those in which 80 per cent of the ILO's Member States found themselves, the proposal ran counter to the current global situation.

79. In view of the lack of consensus on the draft decision, the Screening Group agreed to put the item forward for discussion by the Governing Body.
80. **A Government representative of Cuba** said that the consequences of the COVID-19 pandemic had led to a global recession, which would extend into 2022. It was very challenging for her Government to tackle the current economic crisis without compromising the social progress that had been made or the protection of its population, especially in a context of economic reorganization. Furthermore, the situation was deteriorating owing to the unprecedented tightening of the economic, financial and trade blockade imposed by the United States Government, which was attempting to strangle the economy and was intensifying the unilateral coercive measures already being taken. As a result of the United States blockade, it had been impossible for Cuba to make payments into the banks where international bodies held their accounts. She reaffirmed that Cuba would continue to uphold its commitments as a Member State; however, a decision that implied an increase in contributions would be unrealistic not only for Cuba, but for many other Member States as well. It was surprising that the contributions of some countries, including some developed countries, had not increased; in fact, the contributions of many of those countries were set to decrease. At the very least, the scale of assessments for all Member States should remain the same as for the previous year.

## Decision

81. **The Governing Body, in accordance with the established practice of harmonizing the rates of assessment of ILO Member States with their rates of assessment in the United Nations, and on the recommendation of the Government group, decided to propose to the International Labour Conference the adoption of the draft scale of assessments for 2023 as set out in column 3 of the appendix to document GB.344/PFA/6, subject to such adjustments as might be necessary following any further change in the membership of the Organization before the Conference is called upon to adopt the recommended scale.**

(GB.344/PFA/6, paragraph 5)

## 7. Other financial questions

*(No other financial questions were submitted to the Governing Body at this session.)*

## Audit and Oversight Segment

### 8. Report of the Independent Oversight Advisory Committee (GB.344/PFA/8(Rev.1))

82. In preparation for the adoption of a decision by correspondence, the Office held a briefing session for Governing Body members on this item on 28 February 2022.
83. The Screening Group agreed to put the item forward for a decision by correspondence on the understanding that the Office would publish a revised version of the document in which the

draft decision would be reviewed to reflect the guidance provided by Governing Body members during the briefing session.

84. The decision contained in document GB.344/PFA/8(Rev.1) was adopted by consensus and announced to all Governing Body members by a communication of 11 March 2022.

## Decision

85. **The Governing Body took note of the report contained in the appendix to document GB.344/PFA/8(Rev.1) and requested the Office to take into account the comments received.**

(GB.344/PFA/8(Rev.1), paragraph 5)

## Summary of the written comment received during the consideration of the item by correspondence <sup>3</sup>

86. **The Workers' group** expressed appreciation to the two outgoing members of the Independent Oversight Advisory Committee and welcomed the two new members. The group noted with satisfaction that the Committee would meet with management to discuss ways to address the mental health issues of staff due to the consequences of the COVID-19 pandemic. The group supported Recommendation 1 and encouraged management to complete the skills-mapping exercise in 2022. In the light of the need for staff continuity in the investigation team and the need for a process that could be easily understood, the group stressed the importance of Recommendation 2 and highlighted the need to implement measures to ensure confidentiality, strengthen a culture of accountability and minimize risks of reprisals.
87. Turning to Recommendation 3, it was heartening that the Committee was satisfied with progress made on the three outstanding recommendations from the 2021 report. With regard to the proposal to expand the Committee's focus to country-level activities and related risks, such reviews should remain cost-neutral, including by making use of virtual means.
88. The risk of over-auditing should be taken into account. While the UN Joint Inspection Unit recommended that all UN oversight committees should undertake an independent performance evaluation of their operations once every three years, the UN oversight committees and the UN System Chief Executives Board for Coordination considered that a review once every five years would be a more acceptable time frame for such an exercise, and that internal peer review by members of the internal audit function instead of an external evaluation would facilitate the sharing of best practices and lessons learned. While the pilot project of the peer review process in 2022 would allow for sharing best practices across the UN system, the process might also entail additional work. A balance should therefore be struck between the Committee's mandate and the work in relation to the review. Such issues should be discussed upon submission of the results of the review to the Governing Body. The group supported the draft decision.

---

<sup>3</sup> The complete text of each of the comments in the original language is available on the [Governing Body's web page](#), together with the decision.

## 9. Report of the Chief Internal Auditor for the year ended 31 December 2021 (GB.344/PFA/9(Rev.1))

89. In preparation for the adoption of a decision by correspondence, the Office held a briefing session for Governing Body members on this item on 28 February 2022.
90. The Screening Group agreed to put the item forward for a decision by correspondence and the decision was approved by consensus and announced to all Governing Body members by a communication of 11 March 2022.

### Decision

91. **The Governing Body took note of the report of the Chief Internal Auditor for the year ended 31 December 2021.**

(GB.344/PFA/9(Rev.1), paragraph 4)

### Summary of the written comments received during the consideration of the item by correspondence <sup>4</sup>

92. **The Workers' group** said that the Office should promptly follow up on the recommendations of the Chief Internal Auditor. The group welcomed the continuous efforts to conduct audits and investigations despite the difficulties arising from the COVID-19 pandemic and noted with satisfaction the appreciation demonstrated by the Office of Internal Audit and Oversight (IAO) of the Office's efforts to align its risk management framework with current practices. The group appreciated the Office's efforts to strengthen the approval process for bank transfers at headquarters and its agreement to review bank signatory lists annually. It noted with satisfaction that the Office now removed Integrated Resource Information System (IRIS) responsibilities from staff members when they transferred to other roles, units or duty stations, and that purchasing transactions by certain staff were now regularly monitored to ensure segregation of duties.
93. The group supported the recommendations that called on field offices to promptly update bank signatory lists and identify replacement signatories for staff who were on leave or absent for extended periods. The Office should also strengthen its guidance on the monitoring of implementing partners and take the IAO's findings into account when reviewing the grants modality. It was of concern that one of the audited field offices had not incorporated comments regarding the inclusion of gender equality indicators and targets into a Decent Work Country Programme (DWCP). It was also of concern that performance appraisals had not been completed in either of the audited field offices; in the future, those offices should strive to complete appraisals within the required deadline. The group acknowledged the Office's efforts to submit implementation reports for previous audits within the deadline. It took note of the investigations undertaken in 2021 and urged the Office to follow up on the lessons contained in paragraph 49 of the document.
94. **IMEC** expressed appreciation for the extremely relevant work of the Chief Internal Auditor and the IAO, noting that the COVID-19 pandemic had continued to affect the way in which the IAO performed its duties. It emphasized the importance of developing working procedures and methodologies that could also be applied in the post-pandemic work of the IAO and welcomed

---

<sup>4</sup> The complete text of each of the comments in the original language is available on the [Governing Body's web page](#), together with the decision.

the continued use of a consultancy firm with global outreach to undertake audit work in the current exceptional circumstances.

95. IMEC noted with appreciation that the IAO had prepared four assurance audit reports and performed one verification exercise during 2021. However, it was of concern that some of the field audit findings continued to recur throughout the IAO's audit results and that the IAO had been compelled to repeat the strategic recommendation for the Office to promptly update bank signatory lists and punctually inform partner banks when changes to signatory lists were required. IMEC strongly supported the strategic recommendation for the working procedures reviewed as a result of the pandemic to be duly reflected in the business continuity plans of offices, projects and departments, to ensure that they were documented and understood by all staff. It also noted with satisfaction that the IAO had initiated a review of lessons learned from the revised operating procedures. IMEC encouraged the Office to implement and report on all audit recommendations in an adequate and timely manner.
96. IMEC stressed once again the importance of risk management and encouraged the IAO to continue to follow up on the changes to the ILO's Enterprise Risk Management Framework. It was crucial, in terms of adequate risk management, for the Office to remain committed to promoting transparency and improving internal processes to ensure clear, consistent and accessible reporting mechanisms for all personnel.
97. Regarding the IAO's investigation activity in 2021, IMEC noted the continued occurrence of cases of substantiated fraud and professional misconduct and urged the Office to give serious consideration to and follow up on the lessons learned. It was of concern that the number of active cases carried forward to 2022 had only been reduced by one. The high number of active cases carried over year to year did not adequately convey the seriousness of such misconduct, could discourage further reporting and could lead to staff perceiving ILO management as being unresponsive to allegations of misconduct. The report made no reference to investigations of allegations of sexual exploitation and abuse or retaliation against whistleblowers. IMEC wished to know whether such allegations existed and, if so, why they had not been included in the report. If no allegations had been made, IMEC would like to be informed of the last time that ILO staff were asked about their confidence in the independence, transparency and confidentiality of reporting mechanisms for such sensitive topics, and the outcomes of those surveys.
98. IMEC would welcome a review of the approach to the ILO's internal audit so that, for example, the annual report could provide the Director-General and Governing Body with a more comprehensive view of the risks faced by the Organization. It would also be interesting to hear whether there would be a peer review of the ILO's audit standards. IMEC supported the draft decision.

## Personnel Segment

### 10. Statement by the Chairperson of the Staff Union

The statement by the staff representative is reproduced in the [appendix](#).

### 11. Amendments to the Staff Regulations

*(The amendments to the Staff Regulations approved by the Governing Body at this session can be consulted online.)*

## 12. Matters relating to the Administrative Tribunal of the ILO

### 12.1. Recognition of the Tribunal's jurisdiction by other international organizations

*(No amendments were submitted to the Governing Body at this session.)*

### 12.2. Composition of the Tribunal (GB.344/PFA/12/2)

99. **The Worker spokesperson** said that in view of the arguments put forward in the document his group supported the draft decision.
100. **Speaking on behalf of IMEC**, a Government representative of Canada said that her group thanked the Tribunal for its work and Mr Frydman for his willingness to continue serving as a judge of the Tribunal. She supported the draft decision.

#### Decision

101. **The Governing Body decided to propose to the International Labour Conference to adopt the following draft resolution:**

**The General Conference of the International Labour Organization,**

**Decides, in accordance with article III of the Statute of the Administrative Tribunal of the International Labour Organization, as amended on 17 June 2021, and the transitional measures adopted for its implementation,**

**to renew the appointment of Mr Patrick Frydman (France) as a judge of the Tribunal for one further non-renewable term of seven years.**

*(GB.344/PFA/12/2, paragraph 5)*

## 13. Other personnel matters: Appointments to the ILO Staff Pension Committee (United Nations Joint Staff Pension Board) (GB.344/PFA/13)

102. In preparation for the adoption of a decision by correspondence, the Office held a briefing session for Governing Body members on this item on 28 February 2022.
103. The Screening Group agreed to put the item forward for a decision by correspondence and the decision was approved by consensus and announced to all Governing Body members by a communication of 11 March 2022.

#### Decision

104. **The Governing Body decided to submit the following resolution to the International Labour Conference at its 110th Session (2022):**

**The General Conference of the International Labour Organization,**

**Appoints to the ILO Staff Pension Committee (United Nations Joint Staff Pension Board) for the period of three years until 8 October 2025 the following members and alternate members:**

**Members:**

**Mr J.C. Pomareda Muñoz (Government)**

**Mr F. Merle (Employers)**

**Mr L. Cirigliano (Workers)**

**Alternate member:**

**Mr C. Pardini (Workers).**

([GB.344/PFA/13](#), paragraph 4)