



Governing Body

346th Session, Geneva, October–November 2022

Institutional Section

INS

Date: 6 October 2022

Original: English

Third item on the agenda

Matters arising out of the work of the 110th Session (2022) of the International Labour Conference

Follow-up to the resolution concerning the third recurrent discussion on employment

Purpose of the document

This document proposes a plan of action on employment for the period 2022–27, to give effect to the conclusions concerning the third recurrent discussion on employment adopted by the International Labour Conference at its 110th Session in June 2022. The Governing Body is invited to provide guidance on the proposed plan of action (see the draft decision in paragraph 51).

Relevant strategic objective: Employment.

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

Policy implications: This plan of action will guide the Office's work in the area of employment for the current and next two biennia.

Legal implications: None.

Financial implications: None.

Follow-up action required: Implementation of the plan of action, taking into account the guidance provided by the Governing Body.

Author unit: Employment Policy Department (EMPLOYMENT).

Related documents: Resolution and conclusions concerning the third recurrent discussion on employment; ILO Centenary Declaration for the Future of Work; Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient; *Programme and Budget for 2022-23*; resolution concerning effective ILO development cooperation in support of the Sustainable Development Goals.

▶ Background and content

1. The International Labour Conference, at its 110th Session (2022), adopted a resolution and conclusions concerning the third recurrent discussion on employment, under the follow-up to the ILO Declaration on Social Justice for a Fair Globalization, 2008 (Social Justice Declaration) and with due regard to the ILO Centenary Declaration for the Future of Work, 2019 (Centenary Declaration). In so doing, it reaffirmed the full relevance of the guiding principles and the recommendations contained in the resolutions and conclusions concerning the first and second recurrent discussions on employment.
2. The 2022 conclusions set out a framework for action to guide the Organization and the Office in their work in this area. In the resolution, the Director-General is requested to: prepare a plan of action to give effect to the conclusions for consideration by the Governing Body at its 346th Session; communicate the conclusions to relevant international and regional organizations for their attention; take into account the conclusions when preparing future programme and budget proposals and mobilizing extrabudgetary resources; and keep the Governing Body informed of their implementation.
3. Accordingly, the Office has prepared for consideration by the Governing Body in November 2022 a draft plan of action that covers the period 2022–27. It builds on the base of a human centred recovery that is inclusive, sustainable and resilient. The plan has been prepared in the context of significant global turbulence and uncertainty, stemming from the massive economic and social consequences of the COVID-19 pandemic, followed by the compounding effects of geopolitical tensions, inflation, financial turmoil, high debt burdens and global supply chain disruptions. While some countries, especially advanced economies, have been successful in protecting labour markets in recent years, these shocks have nonetheless exacerbated inequalities within and between groups of workers, enterprises and countries. In addition, fiscal constraints are limiting the ability of countries to sustainably support recovery and are increasing the likelihood of uneven development, with developing countries being left even further behind. At the same time, long-lasting labour market challenges persist in terms of both the quantity and quality of employment, as evidenced by high informality, skills mismatches, persistent and rising working poverty, uneven and mostly weak real wage growth, low productivity, lack of social protection coverage, labour rights violations in global supply chains and labour market inequalities. Against this backdrop, there is a critical opportunity to shift growth trajectories and generate more decent and productive employment, particularly in the green, digital and care economies, resulting in more just transitions and decent work for all.

▶ The proposed plan of action

4. The overall objective of the plan of action is to give effect to the conclusions adopted following the third recurrent discussion on employment, held at the 110th Session of the International Labour Conference in June 2022 (hereinafter “conclusions”). It ensures coherence with the other strategic objectives of the ILO Decent Work Agenda, in accordance with the Social Justice Declaration and the Centenary Declaration. It also responds with a coherent approach to the Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive,

sustainable and resilient, adopted by the Conference in June 2021. The plan also takes into account and benefits from synergies with other plans of action adopted by the Governing Body, including the plans of action on social protection for 2021–26 and on inequalities in the world of work for 2022–27, as well as the plans of action on skills and lifelong learning and on decent work and the social and solidarity economy to be discussed at the current session of the Governing Body.

5. The proposed plan of action aims to support the implementation of the framework outlined in the conclusions in light of the guiding principles set out therein. The plan of action covers six interrelated components: (1) promote coherent macroeconomic and sectoral policies for a human-centred recovery and the creation of jobs, including in the green, circular, digital and care economies; (2) build an enabling environment for more sustainable and productive enterprises; (3) enhance workers' protections, ensure quality of employment and tackle inequalities; (4) strengthen standards-related action; (5) enhance implementation support through more responsive technical assistance, knowledge development and partnerships; and (6) reaffirm the ILO's mandate and leadership within the multilateral system and promote policy coherence.
6. The plan of action uses all the ILO's means of action and builds on previously agreed actions and commitments contained in the Programme and Budget for 2022–23 and in the proposed Programme and Budget for 2024–25, in line with the ILO's results framework.
7. The Office should assist Member States in delivering on the above-mentioned commitments to promote, formulate, implement, and monitor and evaluate policies, strategies and programmes. All Office activities should be measurable and rigorously evaluated. In this regard, the Office will advance work on the following six components.

Component 1: Promote coherent macroeconomic and sectoral policies for a human-centred recovery and the creation of jobs, including in the green, circular, digital and care economies

8. This component focuses on providing technical support to constituents to promote, design and implement coherent, human-centred, inclusive, gender-responsive macroeconomic and sectoral policies for recovery and job creation, focusing particularly on the green, circular, digital and care economies and being based on strong social dialogue, including through national employment policies, national development plans and other strategies, including those linked to sustainable enterprise development, with the ultimate aim of achieving the Sustainable Development Goals (SDGs).
9. Guidance and technical advice will be provided to promote policy coherence between employment, macro, social protection, skills, sustainable enterprise development, formalization, productivity growth, labour migration and other policies through dialogue and consultations within and across sectors, multi-stakeholder engagement and the strengthening of partnerships for coordinated and integrated policy responses, including through the implementation of the United Nations (UN) Global Accelerator on Jobs and Social Protection for Just Transitions, which will be one of the main vehicles for delivering services linked to comprehensive employment policy frameworks.
10. Together with constituents, the Office will undertake gender-responsive rapid assessments and employment diagnostics to analyse labour market trends, transitions and emerging challenges and opportunities, including in conflict and fragile settings, with a focus on

recovery, resilience, and creation of decent and productive employment, and taking into account the need to end inequalities, informality and skills mismatches.

11. The Office will undertake new research and enrich its evidence base, including on: financing employment and skills development policies; the role of employment policies in supporting multiple just transitions; the relationship between productivity and decent work; the impact of trade and investment on employment; small and medium-sized enterprise (SME) development for decent job creation; vertical and horizontal inequalities in the labour market (including changes in wages and labour income); and employment impact assessment/diagnostics methodologies. Capacity-building will be provided on the issue of financing of employment policy objectives, through such means as the continuation of the International Training Centre of the ILO (Turin Centre) course for constituents on Financing Decent Work and others.
12. There will be a specific focus on helping countries to advance towards formalization, including in rural areas. The Office will strengthen constituents' capacities to ensure that policies and strategies effectively support the transition of enterprises and workers to the formal economy, including by extending social protection and linkages with other just transitions, while increasing resilience against future crises.
13. Constituents will be supported in the design and development of policies to enhance productivity and ensure a fair share of productivity gains, including through an annual course with the Turin Centre for constituents on Productivity Ecosystems for Decent Work, and in harnessing the full potential of technological progress to increase productivity and the creation of jobs. Such policies will take into account both the positive potential of technological progress and the risks of technology on decent working conditions (including algorithmic management, ensuring cybersecurity and data protection; and tackling the digital divide).
14. The Office will support constituents and service providers in developing, implementing and evaluating active labour market policies (ALMPs) and employment services, in coordination with social protection policies, as they will be key to ensuring just transitions, including to formal, digital, green, care, creative and blue jobs, also in rural areas and in situations of fragility and crisis. Digitalization and the use of big data will be carefully evaluated as means of modernization of services. Partnerships with other key service providers in the public, private and civil society domains, including private employment agencies, will be supported in accordance with the relevant international standards, and national and subnational legal frameworks.
15. The Office will support Member States in strengthening the capacity of public employment services and other providers to modernize and deliver customer-centred services that respond to labour market needs, including for disadvantaged groups, and to support their innovation and resilience capabilities, including through sustainable financing. The strengthening of national policy and legal frameworks will continue, especially through the campaign for the ratification and implementation of the Employment Service Convention, 1948 (No. 88), and the Private Employment Agencies Convention, 1997 (No. 181). The Office will collaborate with other organizations, including the World Association of Public Employment Services (WAPES), the World Employment Confederation (WEC) and UN agencies, and will leverage multi stakeholder initiatives, such as the Global Initiative on Decent Jobs for Youth, led by the ILO.
16. As an important means for recovery and structural transformation, countries will be assisted in strengthening the contribution of public investment to job creation, including through employment interventions in rural areas. The impact of public investment in infrastructure and in the natural environment will be enhanced through Office support to the undertaking of employment impact assessments, building national and local capacity, and demonstrating

employment-intensive investment strategies and approaches. The Office will also support the design, implementation, and monitoring and evaluation of public employment programmes to ensure the creation of decent jobs.

17. Building on stronger collaboration with other technical departments, Office support will be based on newly developed and evidence-based research, data, analytical frameworks and guidance tools, including the *Global Employment Policy Review* and the *Global Employment Trends for Youth* report.
18. Capacity-building activities will increase institutional knowledge on pro-employment macroeconomic, industrial, sectoral, trade, investment and infrastructure policies, as well as policies to enhance productivity and reduce inequalities. Capacity-building activities, including training courses, peer learning and experience sharing among Member States will also be implemented on employment diagnostics and employment impact assessments, and on the promotion of decent work in the rural economy, along with targeting investment promotion agencies on investment attraction for decent work with a focus on strengthening the link between foreign direct investment flows and more and better jobs. Also, the capacity of national focal points and relevant ministries to promote the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) will be strengthened in respect of linkages between trade, investment and decent work. In addition, capacity-building activities will be offered through the Skills for Trade and Economic Diversification (STED) programme, sectoral and employment policies, skills and employment policies for environmental sustainability and digitalization of skills systems, among other subjects.

Component 2: Build an enabling environment for more sustainable and productive enterprises

19. Under this component, research, policy advice and capacity-building will be provided to promote an enabling business environment for sustainable enterprises. Advice and technical support will be provided on how to implement policies and institutional and regulatory interventions to improve the enabling environment, along with efforts to tackle obstacles to an enabling business environment. Particular attention will be paid to micro, small and medium-sized enterprise (MSME) productivity growth, and productivity enhancement of informal economic units for the transition to the formal economy.
20. Assessments will be undertaken of policies and institutional and regulatory constraints to the development of sustainable enterprises and the creation of decent and productive work, which will provide the basis for the development of recommendations on policies to address barriers and facilitate the access of enterprises to markets and resources, and to support implementation.
21. Advice and technical support will be provided on how to implement policies and institutional and regulatory interventions to improve the enabling environment, along with efforts to tackle obstacles to an enabling business environment, including the development of institutional frameworks for the advocacy of reforms.
22. Constituents will also be supported in enterprise risk management and business continuity planning for sustainable enterprises, particularly MSMEs and social and solidarity economy (SSE) entities.
23. The Office will continue to assist countries in strengthening entrepreneurship development through the removal of barriers and dedicated incentives to foster innovation and decent job creation, including in SSE entities, taking into account the plan of action discussed during the

current session of the Governing Body, as a follow-up to the general discussion on decent work and the social and solidarity economy held at the 110th Session of the International Labour Conference.

24. Policy development and capacity-building on sustainable enterprises and decent work in supply chains will be provided, subject to relevant Governing Body decisions and guidance in the coming sessions.
25. The Office will undertake further research, which will provide the basis for informed policy dialogue, including all elements of the MNE Declaration, to better harness trade, investment and global supply chains for decent work, including through responsible business in accordance with the follow-up plan. Additional research to be carried out by the Office includes looking into the impact of social security on productivity for MSMEs and how to best facilitate access to social security for workers in MSMEs and self-employed workers, especially in a context of high informality.

Component 3: Enhance workers' protections, ensure quality of employment and tackle inequalities

26. This component focuses on the quality aspects of work, including workers' protection, and on overcoming existing inequalities. Both areas were underlined in the conclusions as important goals for comprehensive employment policy frameworks.
27. Under this component, technical support on quality aspects of work will be provided to ensure protection for workers, through the promotion of fundamental rights (including occupational safety and health), adequate minimum wages (statutory or negotiated), maximum limits to working time, adequate social protection, and transition to formality by identifying and tackling the root causes and multiple drivers of informality. Furthermore, ensuring better work-life balance, including through sharing good practices on teleworking, will be another area of support.
28. Inequalities and discrimination in all its forms will be addressed by building the evidence base and providing guidance to promote inclusive labour markets and more effective employment programmes, including for people with disabilities, and taking into account changes in the wage/income distribution.
29. Recognizing the specifically vulnerable situation of young people, priority will be given to the implementation of the ILO's Youth Employment Action Plan (2020–30) to support constituents in operationalizing gender-responsive youth employment policies, and the strengthening of global multi-stakeholder partnerships, including with a focus on young people not in education, employment or training. Interventions will take into account the need for structural transformation processes that ensure a transition to high productivity sectors that ensure decent work opportunities. They will also include linking the local economy with multinational enterprises to create more and better jobs for young people, along with a focus on programmes for young people in rural areas and young women. Strong global multi-stakeholder partnerships will be key in this area and will be ensured, among other ways, through the further implementation of the Global Initiative on Decent Jobs for Youth.
30. As supply-side issues are equally important to overcoming inequalities and the lack of quality jobs as demand-side issues, the Office will support constituents in developing inclusive and demand-led skills and lifelong learning systems by guaranteeing the right to quality education, promoting skills development and lifelong learning for all, addressing skills gaps and mismatches, and enhancing employability, as outlined in the ILO strategy on skills and lifelong

learning for 2022–30 being discussed at the current session of the Governing Body. The Office will support constituents in designing and implementing skilling, reskilling and upskilling measures to target disadvantaged groups and fragile contexts, in designing and implementing quality apprenticeships and work-based learning, and in building forward-looking skills intelligence systems.

31. Support will be provided for gender-responsive formulation and implementation of inclusive and integrated labour market policies and employment services to tackle gender inequalities and boost women's participation in the labour market, and facilitate transitions and livelihoods, including for those most at risk of labour market exclusion, such as young people and women, including in rural areas, and migrant workers.
32. The Office will also support the development of tools and guidance and the strengthening of labour market information among employment service institutions and its dissemination to workers and employers to support inclusive labour market integration and decent employment, as well as qualitative evaluation of labour market programmes.
33. The Office will support Member States, particularly in disaster- or conflict-affected situations, in promoting employment-intensive investments, including through public employment programmes, to ensure the creation of high quality, well protected jobs.
34. Building knowledge on new and emerging issues, including in the area of inequalities (vertical as well as horizontal inequalities and their interlinkages), and work quality aspects, will be key to enable constituents to be aware of current issues and to use the information provided for policy dialogue. The knowledge gained will be disseminated through well established and newly created publications, including the annual publication of the new ILO flagship report *Social Dialogue Report*. The dissemination of research and information will be improved through integrated platforms and statistical and policy databases, including one on collective bargaining agreements and crisis responses.

Component 4: Strengthen standards-related action

35. The Office will further work on promoting the ratification and effective implementation of all relevant international labour standards, including through standards-related campaigns and capacity-building for constituents on all relevant international labour standards. Building on the ongoing campaign for the ratification and implementation of Conventions Nos 88 and 181, the Office will launch further campaigns on the Employment Policy Convention, 1964 (No. 122), the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), and the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205).
36. The Office will work across technical departments to promote standards that concern more than one policy area to demonstrate the relationships between different standards.

Component 5: Enhance implementation support through more responsive technical assistance, knowledge development and partnerships

37. To enhance successful implementation of the elements of comprehensive employment policy frameworks as outlined in the conclusions, the Office will provide more responsive technical assistance and knowledge development for constituents.
38. In this regard, the Office will strengthen technical support facilities to provide more responsive support on both policy implementation and diagnostics at the country level, including by enhancing technical assistance for constituents and developing their capacity through training

and peer learning, in collaboration with the Turin Centre, and revising guidance tools and training modules relevant to constituents' needs at different stages of the employment policy cycle.

39. Partnerships will be strengthened with a specific view to partnering in implementation, including through the Global Accelerator on Jobs and Social Protection for Just Transitions.
40. The Office will also strengthen policy advice through development cooperation and technical support facilities, fostering social dialogue on policies and coordination on policy matters across government and with social partners, and developing new innovative tools to support employment impact assessments and diagnostics, as well as monitoring and evaluation.
41. In addition to supporting Member States' responses to crises, including through needs assessments, the Office will strengthen the role of social partners in economic, environmental and social policymaking, as well as in promoting peace and resilience. It will further build knowledge on new and emerging issues to foster well-informed policy dialogue.
42. The dissemination of research will be improved through integrated platforms and statistical and policy databases.

Component 6: Reaffirm the ILO's mandate and leadership within the multilateral system and promote policy coherence

43. The impact of ILO support in the area of employment will increase through enhanced policy coherence and stronger global advocacy. In that sense, the ILO will strengthen its global leadership role in employment policies, and increase its collaboration with relevant multilateral and regional organizations and international financial institutions.
44. The promotion of pro-employment and gender-responsive macroeconomic, sectoral, trade and investment policies within the multilateral system will be at the heart of the ILO's efforts to build partnerships, with international financial institutions and their operations offering particularly promising entry points. Strengthening the implementation of financing strategies for coherent, comprehensive and integrated employment policy frameworks with social protection policies as part of the implementation of the UN Global Accelerator on Jobs and Social Protection for Just Transitions will further enhance the ILO's leading role.
45. Contributing to a better understanding of living wages by undertaking peer-reviewed research on concepts and estimations and by providing assistance to Member States upon request will strengthen ILO engagement in national and global debates.
46. Participation in the development and implementation of integrated national financing frameworks and promotion of international cooperation for technical and financial support to developing countries will ensure the ILO's presence in the area of finance for development.
47. By advancing research, analysis and impact assessment tools for employment policies, facilitating peer learning between Member States and engaging multilateral and regional organizations in policy outcomes, partnerships and ILO leadership will be fostered.
48. ILO leadership in the Global Initiative on Decent Jobs for Youth will be further enhanced to promote a coherent and integrated framework on decent jobs for youth.

▶ Risks and assumptions

49. The plan of action may require adjustments, especially in light of:
- (a) evolving national, regional and global priorities;
 - (b) the UN reform and other UN developments; and
 - (c) the availability of sufficient resources for the work of the Office in implementing the plan of action.
50. With regard to risk (c), while some of the activities and outputs outlined in this plan of action will be carried out using existing resources, whether from the regular budget or extrabudgetary resources, others will require the allocation of additional funding. Where this is the case, special efforts will be made by the Office to meet the costs of such activities through the repurposing of available resources and the redeployment of savings from costs not incurred, as well as by leveraging additional resources from ILO partners at the global, regional and country levels.

▶ Draft decision

51. **The Governing Body requested the Director-General to take into account its guidance in implementing the plan of action on employment for 2022–27 as set out, including the corresponding financial implications, while seeking to meet additional financing requirements, to the extent possible, by reprioritizing within existing budgets and/or through renewed resource mobilization efforts.**

High-level outputs	Corresponding paragraphs in the conclusions	Programme and budget outputs (2022-23)	SDG targets	Time frame
Component 1: Promote coherent macroeconomic and sectoral policies for a human-centred recovery and the creation of jobs, including in the green, circular, digital and care economies				
Updated guidance and technical advice provided to promote policy coherence between macro, social protection, skills, sustainable enterprise development, formalization, productivity growth, labour migration and other policies through social dialogue.	10(n), 14, 18, 45(a)	3.1, 3.2, 3.3, 3.4, 3.5 5.2 6.1	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Multi-stakeholder engagement and development of partnerships to support coordinated and integrated policy responses, including through the implementation of the UN Global Accelerator on Jobs and Social Protection for Just Transitions.	28, 45(d)	3.1, 3.2, 3.3, 3.4, 3.5, 8.3, A.4	1.3, 4.4, 5.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2, 10.4	2022-27
Rapid assessments and employment diagnostics to analyse trends and labour market challenges and opportunities, including in conflict and fragile settings, with a focus on inequalities.	41, 42, 43	3.1, 3.2, 3.3, 3.4, 3.5	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Updated and new research, including on: financing employment and skills development policies; the role of employment policies in supporting multiple just transitions; the relationship between productivity and decent work; the impact of trade and investment on employment; SME development for decent job creation; vertical and horizontal inequalities in the labour market (including changes in wages and labour income); and employment impact assessment/diagnostics methodologies.	18, 21, 23, 28, 44, 45(b), 45(f)	1.1, 1.2, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 5.1, 5.2, 5.3, 5.4, 6.2, 6.3, 6.4	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Technical assistance on formalization processes, including in rural areas.	11(t), 18	3.1, 3.2, 3.3, 3.4, 3.5, 4.3, 6.3	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Stronger support provided in the design and development of policies to enhance productivity and ensure a fair share of productivity gains.	15, 18, 19, 23	1.1, 1.2, 3.1, 3.2, 4.1, 4.2, 5.2,	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Updated technical assistance provided to develop, implement and evaluate active labour market policies (ALMPs) and employment services, while strengthening the capacity of public employment services and other providers and enhancing national policy and legal frameworks, especially through the campaign for the ratification and implementation of Conventions Nos 88 and 181.	8, 11(l), 31	2.1, 2.2, 2.3, 3.5,	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27

High-level outputs	Corresponding paragraphs in the conclusions	Programme and budget outputs (2022-23)	SDG targets	Time frame
Updated technical assistance on the contribution of public investment to job creation, including in rural areas, while enhancing the impact of investment through employment impact assessments, capacity-building, and employment intensive investment strategies and approaches.	18, 31, 36, 41, 42, 43	3.1, 3.2, 3.3, 3.4, 3.5,	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Technical assistance provided to support the design, implementation and evaluation of public employment programmes.	31, 36, 41, 42, 43	3.1, 3.2, 3.3, 3.4, 3.5	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Capacity of constituents built on key topics, including coherence of policies, productivity, decent work in rural areas, investment, linkages between trade, investment and decent work (MNE Declaration promotion), skilling (for example, the Skills for Trade and Economic Diversification (STED) programme) and diagnostic/assessment methodologies.	19, 20, 21, 23, 25, 38	3.1, 3.2, 3.3, 3.4, 3.5, 4.2, 4.3, 5.1, 5.2, 5.3, 5.4	4.4 8.1, 8.2, 8.3, 8.5, 8.6 9.2	2022-27
Component 2: Build an enabling environment for more sustainable and productive enterprises				
Updated research, policy advice and capacity-building to promote an enabling business environment for sustainable enterprises and on how to implement policy, institutional and regulatory interventions to improve the enabling environment.	22, 23, 24	4.1	8.1, 8.2, 8.3, 8.5, 8.6 9.2, 9.3	2022-27
Assessments of policies and institutional and regulatory constraints to the development of sustainable enterprises and the creation of decent work.	22, 23, 24	4.1, 4.2	8.1, 8.2, 8.3, 8.5, 8.6 9.2, 9.3	2022-27
Support on the implementation of policies and institutional and regulatory interventions to improve the enabling environment, along with efforts to tackle obstacles to an enabling business environment.	10(f), 22	4.1, 4.2, 4.3, 4.4	8.1, 8.2, 8.3, 8.5, 8.6 9.2, 9.3	2022-27
Improved technical advice on business continuity planning for sustainable enterprises, particularly MSMEs and SSE entities.	22, 23, 24	4.1, 4.4	8.1, 8.2, 8.3, 8.5, 8.6 9.2, 9.3	2022-27
Technical assistance to strengthen entrepreneurship development through the removal of barriers and dedicated incentives to foster innovation and decent job creation, including in SSE entities.	22, 23, 24	4.1, 4.3, 4.4	8.1, 8.2, 8.3, 8.5, 8.6 9.2, 9.3	2022-27
Technical assistance on policy development and capacity-building in the area of sustainable enterprises and decent work in global supply chains.	22, 23, 24	3.1, 4.2, 4.4, 5.1	8.1, 8.2, 8.3, 8.5, 8.6 9.2, 9.3	2022-27

High-level outputs	Corresponding paragraphs in the conclusions	Programme and budget outputs (2022-23)	SDG targets	Time frame
Evidence-based research to inform policy dialogues, including elements of the MNE Declaration, to better harness trade, investment and supply chains for decent work, including through responsible business, and on the impact of social security on productivity for MSMEs and the ways of facilitating access to social security for workers in MSMEs and self-employed workers.	22, 23, 24, 25	3.1, 4.4	8.1, 8.2, 8.3, 8.5, 8.6 9.2, 9.3	2022-27
Component 3: Enhance workers' protections, ensure quality of employment and tackle inequalities				
Technical assistance to strengthen work quality aspects within employment policy frameworks.	32	3.1, 3.2, 3.3, 3.4, 3.5, 6.1, 6.2, 6.3, 6.4, 7.2, 7.3, 7.4, 7.5, 8.1, 8.3	4.4, 4.5 8.1, 8.5, 8.6, 8.8 9.2	2022-27
Updated evidence base, guidance and technical advice to promote inclusive labour markets, including for persons with disabilities and their inclusion in policies to improve access to benefits and services.	34	3.1, 3.2, 3.3, 3.4, 3.5, 6.1, 6.2, 6.3, 6.4, 7.2, 7.3, 7.4, 7.5, 8.1, 8.3	4.4, 4.5 8.1, 8.5, 8.6, 8.8 9.2	2022-27
Implementation of the ILO's Youth Employment Action Plan (2020-30), including with a focus on young people not in education, employment or training.	29	3.1, 3.2, 3.3, 3.4, 3.5	4.4, 4.5 8.1, 8.5, 8.6, 8.8, 8.8 9.2	2022-27
Strengthened global multi-stakeholder partnerships, including through the further implementation of the Global Initiative on Decent Jobs for Youth.	29	3.1, 3.2, 3.3, 3.4, 3.5	4.4, 4.5 8.1, 8.5, 8.6, 8.8, 8.8 9.2	2022-27
Technical advice and guidance on the development of inclusive and demand-led skills and lifelong learning systems and on designing and implementing skilling, reskilling and upskilling measures targeting disadvantaged groups and fragile contexts, quality apprenticeship and work-based learning, and building forward-looking skills intelligence systems.	10, 30	5.1, 5.2, 5.3, 5.4	4.4, 4.5 8.1, 8.5, 8.6, 8.8 9.2	2022-27
Technical advice and guidance on the formulation and implementation of inclusive and integrated labour market programmes and employment services to facilitate transitions and livelihoods, including for those most at risk of exclusion, such as young people and women, including in rural areas.	31	3.5, 5.1, 6.2, 6.4, 7.3, 8.3	4.4, 4.5 8.1, 8.5, 8.6, 8.8 9.2	2022-27
Updated tools and guidance and the strengthening of labour market information among employment service institutions and its dissemination to workers and employers.	31	3.5	4.4, 4.5 8.1, 8.5, 8.6, 8.8 9.2	2022-27

High-level outputs	Corresponding paragraphs in the conclusions	Programme and budget outputs (2022-23)	SDG targets	Time frame
Technical advice and guidance on employment-intensive investments in disaster- or conflict-affected situations, including through public employment programmes.	36	3.4, 3.5	4.4, 4.5 8.1, 8.5, 8.6, 8.8 9.2	2022-27
Research on inequalities and work quality aspects, including the annual publication of the new ILO flagship report Social Dialogue Report, accompanied by the dissemination of that research through integrated platforms and statistical and policy databases, including one on collective bargaining agreements and crisis responses.	44	1.4, 6.1, 6.2, 6.3, 6.4, 7.3, 8.3	4.4, 4.5 8.1, 8.5, 8.6, 8.8 9.2	2022-27
Component 4: Strengthen standards-related action				
Promotion of ratification and effective implementation of all relevant international labour standards, including through standards-related campaigns and capacity-building of constituents on all relevant international labour standards.	37, 38	2.1, 2.2, 2.3, 2.4	4.7, 8.5, 8.7, 8.8	2022-27
Building on the ongoing campaign for the ratification and implementation of Conventions Nos 88 and 181, campaigns on Convention No. 122 and Recommendations Nos 204 and 205.	37, 38	2.1, 2.2, 2.3, 2.4, 3.5	4.7, 8.5, 8.7, 8.8	2022-27
Component 5: Enhance implementation support through more responsive technical assistance, knowledge development and partnerships				
More responsive technical assistance and knowledge development.	39, 40, 41, 42, 43, 44	3.1, 3.2, 3.3, 3.4, 3.5, A.1, A.2	8.1, 8.2, 8.3, 8.5, 8.6, 8.8, 8.8, 9.2	2022-27
Strengthened partnerships on implementation of employment policies, especially through the Global Accelerator on Jobs and Social Protection for Just Transitions.	28, 45(d)	3.1, 3.2, 3.3, 3.4, 3.5, 8.3, A.1, A.2	1.3, 5.4 8.1, 8.2, 8.3, 8.5, 8.6, 8.8, 8.8, 9.2, 10.4	2022-27
Strengthened policy advice on implementation issues through development cooperation, new innovative tools (including tools on employment impact assessment, diagnostics, and monitoring and evaluation of policies) and technical support facilities.	39, 40, 41	3.1, 3.2, 3.3, 3.4, 3.5	8.1, 8.2, 8.3, 8.5, 8.6, 8.8, 8.8, 9.2	2022-27
Supporting Member States' responses to crises through a strengthened role of social partners in economic, environmental and social policymaking, as well as in promoting peace and resilience.	42	3.1, 3.4, 8.3	8.1, 8.2, 8.3, 8.5, 8.6, 8.8, 8.8, 9.2	2022-27

High-level outputs	Corresponding paragraphs in the conclusions	Programme and budget outputs (2022–23)	SDG targets	Time frame
Building knowledge on new and emerging implementation issues to foster well-informed policy dialogue.	44	3.1, 3.2, 3.4, 3.5	8.1, 8.2, 8.3, 8.5, 8.6, 8.8, 8.b 9.2	2022–27
Improved dissemination of implementation-related knowledge through integrated platforms and statistical and policy databases.	44	3.1, 3.5, A.1	8.1, 8.2, 8.3, 8.5, 8.6, 8.8, 8.b 9.2	2022–27
Component 6: Reaffirm the ILO’s mandate and leadership within the multilateral system and promote policy coherence				
Stronger partnerships with international financial institutions and others in the multilateral system on pro-employment and gender-responsive macroeconomic, sectoral, trade and investment policies.	45(a)	3.1, A.4	4.4, 4.5 8.1, 8.2, 8.3, 8.5, 8.6, 8.8	2022–27
Stronger integration of employment and social protection as part of the implementation of the Global Accelerator on Jobs and Social Protection for Just Transitions.	28, 45(d)	3.1, 8.3, A.4	1.3, 4.4, 4.5, 5.4 8.1, 8.2, 8.3, 8.5, 8.6, 8.8 10.4	2022–27
Peer-reviewed research on concepts and estimations of living wages and technical assistance to Member States upon request.	45(b)	7.3	4.4, 4.5 8.1, 8.2, 8.3, 8.5, 8.6, 8.8	2022–27
Partnerships on financing, including Integrated national financing frameworks, and international cooperation for technical and financial support to developing countries.	45(e)	A.4	4.4, 4.5 8.1, 8.2, 8.3, 8.5, 8.6, 8.8	2022–27
Global Initiative on Decent Jobs for Youth to promote a coherent and integrated framework on decent jobs for youth.	29	3.1, 3.2, 3.3, 3.4, 3.5, A.4	4.4, 4.5 8.1, 8.2, 8.3, 8.5, 8.6, 8.8, 8.b	2022–27