



► ILO programme implementation 2022-23



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© International Labour Organization 2024
First published 2024



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ISBN 978-92-2-039644-5 (print)
ISBN 978-92-2-039645-2 (web PDF)
ISSN 0074-6681

Also available in French: *Exécution du programme de l'OIT 2022-23*, ISBN 978-92-2-039648-3 (print), ISBN 9789220396490 (web PDF); and in Spanish: *Aplicación del programa de la OIT en 2022-2023*, ISBN 978-92-2-039646-9 (print), ISBN 9789220396476 (web PDF)

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Printed in Switzerland

► Preface

The 2022–23 biennium has been one of change and adaptation. The world of work was hit by the effects of innumerable and interlocking challenges, ranging from the fallout of the COVID-19 pandemic, the rising cost of living, extreme weather events and geopolitical instability and conflicts to a looming global debt crisis. Despite a context of growing fragility, the global labour market showed surprising resilience with strong job growth, accompanied by a decline in the unemployment rate and jobs gap to below pre-pandemic levels.

Within the ILO, a new administration took office in October 2022; top management functions and structures at headquarters were reshaped as part of the transition process. A series of initiatives was undertaken to enhance organizational effectiveness and improve operational modalities, including by taking full advantage of the potential of digitalization.

This report – the first programme implementation report prepared under my leadership – summarizes two years of ILO performance. It highlights the actions of the Organization to support its constituents in addressing the severe realities and seizing the strategic opportunities confronting them in the biennium, both nationally and internationally. In this context, the Governing Body's decision in November 2023 to establish a Global Coalition for Social Justice reflects the ambition of the Organization to generate increased political commitments and investments and to foster concrete actions towards social justice and decent work, in support of national priorities. The concomitant Governing Body decision to establish a working party to prepare tripartite input for the 2025 World Social Summit has opened further opportunities for the ILO and its constituents to promote social justice as a fundamental pillar of development on a par with economic and environmental considerations.

This report and complementary information in the accompanying Decent Work Results Dashboard show progress in 143 Member States and territories with more than 1,000 decent work results achieved across the eight policy outcomes of the Programme and Budget for 2022–23. At the global level, the inclusion of a safe and healthy working environment as a fundamental principle and right at work was a landmark in the ILO's history. All the achievements registered in the biennium stem from the relentless engagement and determination of the ILO's constituents and the invaluable support of its development partners, at country, regional and global levels.

While the challenges we face are multiple and complex, the common thread that runs through the report is simple: progress towards social justice through decent work is possible and yields tangible benefits for people and enterprises, especially those most vulnerable to decent work deficits.

As we move forward, the ILO will need to strengthen action to place its overarching objective of social justice at the centre of all national and international policies. I am convinced that the clear and urgent need for greater social justice can only be addressed through stronger global solidarity, increased policy coherence and improved cooperation and partnerships with other institutions and actors.

Gilbert F. Hougbo
Director-General

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► Abbreviations

ASEAN	Association of Southeast Asian Nations
BRICS	Brazil, Russia, India, China and South Africa
CEACR	Committee of Experts on the Application of Conventions and Recommendations
COVID-19	Coronavirus disease
DWCP	Decent Work Country Programme
EBMO	Employers' and business membership organizations
EPIC	Equal Pay International Coalition
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
ICLS	International Conference of Labour Statisticians
IFAD	International Fund for Agricultural Development
ILERA	International Labour and Employment Relations Association
IOE	International Organisation of Employers
IOM	International Organization for Migration
ITUC	International Trade Union Confederation
MPFT	United Nations multi-partner trust fund
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
SADC	Southern African Development Community
SRM	Standards Review Mechanism
SSTC	South–South and Triangular Cooperation
TVET	Technical and vocational education and training
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
WESO	World Employment and Social Outlook
WFP	World Food Programme
WHO	World Health Organization

▶ Introduction

This programme implementation report presents and analyses the performance of the ILO against the commitments made in its Programme and Budget for 2022-23. It delineates the developments in the world of work over the biennium, provides updates on the progress made in the global promotion of social justice, summarizes decent work achievements at country level, and reflects on the lessons learned from implementation, monitoring and evaluation.

The structure of the report is the following:

- ▶ **Part I** describes decent work trends during the biennium and the major milestones of the ILO's global initiatives in relation to global advocacy, international labour standards, knowledge generation and capacity-building, work in crisis situations, governance and management. This part also features highlights of the budget and expenditures in 2022–23.
- ▶ **Part II** focuses on organizational performance during the biennium, presenting results achieved and the ILO's delivery under the policy and enabling outcomes of the Programme and Budget for 2022–23.
- ▶ **Part III** provides insights into lessons learned from programme implementation and evaluations. These lessons played a pivotal role in shaping the programme for 2024–25 and will serve as a guide for its implementation.

The preparation of the ILO programme implementation report is a collaborative effort that engages all ILO organizational units, both at headquarters and in the regions. This report is a high-level summary intended for discussion within the ILO's Governing Body and for communicating the main achievements to the International Labour Conference. Furthermore, it underscores the Organization's continuous learning and adaptation process.

For more specific information about the results achieved in the countries where the ILO operates and the impact of the ILO on people's lives, please refer to the accompanying digital [guide](#) and the updated version of the [ILO Decent Work Results Dashboard](#).



Officers of the Young Lives Foundation, an ILO partner, prepare to distribute aid to victims of the earthquake in Hatay, Türkiye. © Copyright: ILO

Part I

▶ Advancing social justice in a world in crisis

The 2022–23 biennium was characterized by the end of the global COVID-19 pandemic and the uneven recovery from its impact around the world, as well as by the “polycrisis” that affected employment, labour rights, social protection and social dialogue. In this difficult context, the ILO pursued its mandate of promoting social justice through decent work for all, with a human-centred approach, redoubling efforts to enhance the resilience and capacity of governments, employers’ and business membership organizations (EBMOs) and workers’ organizations to address urgent challenges, and contributing to significant changes in policies and institutions.



► Out of the pandemic but insufficient progress towards SDG 8

The world economy slowed down in the biennium with gross domestic product (GDP) growth rates of 3.5 per cent in 2022 and 3.0 per cent projected in 2023.¹ Economic growth was very uneven and the outlook for 2024 is not encouraging. Ongoing geopolitical tensions, persisting and broadening inflation, climate challenges, technological advancement and demographic shifts are transforming world economic growth and social development, demanding labour market adjustment and impacting its performance – in some cases eroding progress in social justice.

Despite the slow economy and the multiple crises, the global labour market demonstrated surprising resilience. Table 1 shows the evolution of key decent work indicators for which there is 2022–23 data. Global unemployment improved to 5.3 per cent in 2022 and 5.1 per cent in 2023, well below the 2019 level, while the working poverty rate and the employment-to-population ratio reached or surpassed pre-pandemic values, respectively. The expansion of social protection coverage triggered by the pandemic continued in 2022 but decelerated in 2023.

On the less positive side, the increase in productivity indicated by the growth rate of output per worker registered in 2021 slowed down in 2022–23, and there was no significant progress in the proportion of informal employment during the biennium. Female participation in the labour market recovered faster than expected but the gender participation gap remained large, especially in emerging and developing countries. Most concerning is the situation for young people. The percentage of youth not in employment, education or training (NEETs) remained high, particularly among young women.

The unmet demand for employment in the world during the biennium was much higher than the unemployment rate. The ILO estimated that the global jobs gap stood at 11.1 per cent in 2023, equivalent to 434.8 million people. This figure includes people formally classified as unemployed and people who would like to work but do not qualify as unemployed because they are discouraged from searching for a job, or because they are unable to take up employment at short notice (such as persons with care responsibilities). The jobs gap was much higher in low-income countries (20.5 per cent) than in lower-middle income, upper-middle income and high-income countries (10.7 per cent, 10.6 per cent and 8.2 per cent, respectively). The global gap was also much higher for women (14.2 per cent) than for men (9.3 per cent).²

The above decent work-related data available for the biennium provides yet another warning sign in the journey towards sustainable development. As pointed out by the Secretary-General of the United Nations (UN), the world is on track to achieve less than 20 per cent of the Sustainable Development Goals (SDGs) by 2030. This means that by 2030, 575 million people – 7 per cent of the world population – will be living in extreme poverty and hunger.³ As regards SDG 8 on economic growth and decent work for all, ILO analysis concluded that the world is a long way from achieving SDG objectives for nearly two thirds of the relevant indicators.⁴ This situation calls for immediate and urgent action to put social justice at the centre of sustainable development efforts, national policy choices and international cooperation.

1 International Monetary Fund, [World Economic Outlook: Navigating Global Divergencies](#), 2023.

2 ILO, [World Employment and Social Outlook: Trends 2024](#), 2024.

3 UN, [The Sustainable Development Goals Report 2023: Special Edition – Towards a Rescue Plan for People and Planet](#), 2023.

4 ILO, [Transformative Change and SDG 8: The Critical Role of Collective Capabilities and Societal Learning](#), 2023; and ILO, [Sustainable Development, Decent Work and Social Justice: An update on progress towards SDG 8](#), Policy Brief, September 2023.

► **Table 1. Key trends in decent work indicators, 2019–23**

Indicators	2019 (%)	2020 (%)	2021 (%)	2022 (%)	2023 (%)
Unemployment rate (SDG indicator 8.5.2)	5.6	6.6	6.1	5.3	5.1
<i>Female</i>	5.7	6.6	6.2	5.5	5.3
<i>Male</i>	5.5	6.6	6.0	5.1	5.0
<i>Youth (aged 15–24 years)</i>	13.8	15.7	14.5	13.3	13.3
Working poverty rate Proportion of employed population below the international poverty line (SDG indicator 1.1.1)	6.9	7.7	7.3	7.1	6.9
Employment-to-population ratio (aged 15 years and above), by sex	57.1	55.3	56.2	57.1	57.7
<i>Female</i>	45.3	43.7	44.6	45.2	46.1
<i>Male</i>	69.1	67	67.9	69.1	69.4
Annual growth rate of output per worker (SDG indicator 8.2.1)	1.4	–1.1	3.3	0.6	0.7
Proportion of informal employment in total employment (SDG indicator 8.3.1)	57.8	58.2	58.7	57.8	58.0
<i>Female</i>	54.9	54.6	55.6	54.8	55.4
<i>Male</i>	59.6	60.6	60.8	59.8	59.8
Proportion of youth (aged 15–24 years) not in employment, education or training (SDG indicator 8.6.1)	22.4	23.8	22.4	21.7	21.7
<i>Female</i>	30.9	31.7	30.5	29.9	29.7
<i>Male</i>	14.3	16.3	14.9	14.0	14.1
Proportion of the population covered by at least one social protection benefit (SDG indicator 1.3.1)	46.4	48.2	50.3	51.8	51.9
<i>Female</i>	44.6	46.2	48.2	49.6	49.8
<i>Male</i>	48.1	50.1	52.3	53.9	54.0

Note: The table only includes selected SDG indicators with updates available for 2022–23. Data for 2023 are projections.

Source: ILO modelled estimates, January 2024.

The ILO in 2022–23



+3,500 ILO staff (of which 54 per cent are women) – 33 per cent working at headquarters and 67 per cent in the regions



Total expenditure of **US\$1.6 billion** (51 per cent from the regular budget and 49 per cent from voluntary contributions)



1,039 decent work results achieved in 143 Member States and territories



97 ratifications of Conventions and Protocols by 51 countries, including 26 ratifications of the **Violence and Harassment Convention, 2019 (No. 190)**



Endorsement of the launch of the **Global Coalition for Social Justice**, strengthening the ILO's leading role in the 2030 Agenda for Sustainable Development and in the run-up to the 2025 World Social Summit



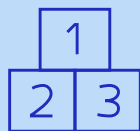
Inclusion of a **safe and healthy working environment** as a fundamental principle and right at work and adoption of the **Quality Apprenticeship Recommendation, 2023 (No. 208)**



Organization of the **21st International Conference of Labour Statisticians** and adoption of a resolution concerning statistics on the informal economy



Increased action to promote decent work in **crisis situations**



The ILO once again ranked by the **Fair Internship Initiative** as the best United Nations agency in Geneva for interns



Major progress in **transparency** of ILO data, with a 100 per cent increase in the ILO's overall score (from 28 to 56) in publishing statistics of the International Aid Transparency Initiative (IATI), including monthly updates

Forging a global coalition towards a new era of social justice

The world is faced with innumerable challenges and is at a crucial juncture. The compounding crises, insufficient investment in social development, growing inequality and faltering confidence in multilateralism and global solidarity have confirmed the imperative for renewed efforts to advance social justice. The Organization realized the need to forge a Global Coalition for Social Justice with other key actors, harnessing its unique tripartite convening power with a view to pursuing the overarching goal of ensuring that social justice is prioritized in national and global policymaking, in development cooperation, and in financial, trade and investment agreements.

The Governing Body discussed the Director-General's proposal to forge a global coalition and provided guidance on its scope, focus areas and governance arrangements at its 346th and 347th Sessions. The [World of Work Summit 2023](#) held during the 111th Session of the International Labour Conference was convened around the theme of "Social Justice for All". The Summit brought together 16 Heads of State and Government and high-level representatives from the United Nations, other international organizations, and employers' and workers' organizations, who welcomed the vision of the ILO Director-General to forge a Global Coalition for Social Justice.

In November 2023, at its 349th Session, the [ILO's Governing Body endorsed the proposal to establish the Global Coalition](#) with consensus on its purpose, composition, thematic priorities, governance arrangement and operating model. The Coalition will bring together the ILO, UN agencies, international financial institutions, civil society, development partners, multinationals, private foundations, academia and other stakeholders. At the same session, the Governing Body also established a "Working Party on the New Social Contract for Our Common Agenda" to contribute tripartite inputs to the 2025 World Social Summit.⁵ This will ensure the engagement of tripartite ILO constituents in Summit preparations at national and international levels. The outcome of this working party and the forging of the Global Coalition will place social justice at the heart of the Summit and as a key shared objective to ensure progress towards the SDGs.

The [Global Coalition on Social Justice](#) is also intended to serve as an umbrella framework for the [Global Accelerator on Jobs and Social Protection for Just Transitions](#) and other multistakeholder initiatives. The Global Accelerator (box 1) is an essential thematic workstream of the Coalition focusing on employment

► Box 1. Progress in the Global Accelerator on Jobs and Social Protection for Just Transitions

The Global Accelerator on Jobs and Social Protection for Just Transitions, launched in 2021 and spearheaded by the ILO, is a UN initiative to offer sustainable and integrated solutions to generate jobs and extend social protection by the provision of policy advice, the mobilization of financial resources and investments, and the improvement of multilateral cooperation. It aims to create at least 400 million decent jobs, primarily in the green, digital and care economies, and to extend social protection coverage to the over 4 billion people currently excluded.

Since the start of the practical operationalization of the Global Accelerator in September 2022, the initiative was welcomed in multilateral forums and has mobilized resources for international cooperation from the Governments of Belgium, Germany and Spain. These resources are allocated to pathfinder countries through a UN Joint SDG Fund window and through a trust fund managed by the World Bank.

At country level, by the end of 2023 the Governments of Albania, Cambodia, Indonesia, Malawi, Namibia, Nepal, Paraguay, Rwanda, Senegal and Uzbekistan officially confirmed their interest in joining the Global Accelerator as pathfinder countries and had started establishing national road maps.

5 ILO, [Decisions adopted by the Governing Body at its 349th Session](#), GB.349/Decisions, para. 5(b).

and social protection for just transitions, especially through promoting policy coherence within the UN system at country level. This received high-level support in a side event to the UN General Assembly session of September 2022. During the UN Sustainable Development Goals Action Weekend that preceded the SDG Summit in September 2023, the Global Accelerator was designated as one of the 12 high-impact initiatives prioritized by the UN to accelerate progress towards achievement of the SDGs. In parallel, the United Nations Sustainable Development Group (UNSDG) included “jobs and social protection” as one of the entry points for action and investments – or transitions – that can have catalytic and multiplier effects across the SDGs.

The Global Coalition will also build on the ILO’s continued support to international cooperation and policy dialogue forums such as the [G7](#), the [G20](#), the [BRICS](#) and the COP.⁶ In 2022 and 2023, the ILO made substantial contributions to summits of leaders and meetings of labour and employment ministers of these groups focusing on lifelong learning, inclusive labour markets, gender equality, just transitions, and social and solidarity economies. In the declarations, leaders of these groups confirmed their commitments to advancing social justice and promoting decent work, including their support to the Global Accelerator. One of the highlights of the biennium was the G20’s request to the ILO to develop an international classification of occupations to create the basis for the mutual recognition of qualifications, therefore addressing the global skills gap.

The ILO’s normative action: Making history and continued progress

In the biennium, the International Labour Conference took two landmark decisions related to international labour standards, namely the inclusion of a [safe and healthy working environment](#) in the ILO’s framework of fundamental principles and rights at work (box 2) and the adoption of the [Quality Apprenticeships Recommendation, 2023 \(No. 208\)](#). The recognition of a safe and healthy working environment as a fundamental principle and right at work marked a historic achievement for the Organization. This inclusion will have a far-reaching impact on the governance of labour markets, the protection of workers’ rights and the promotion of socially responsible investment and trade.

► Box 2. Safe and healthy working environment is the fifth category of fundamental principles and rights at work

In June 2022, the International Labour Conference adopted the [Resolution on the inclusion of a safe and healthy working environment in the ILO’s framework of fundamental principle and right at work](#). In accordance with the 1998 [ILO Declaration on Fundamental Principles and Rights at Work](#), as amended in 2022, this provides the fifth element of fundamental principles and rights at work: (i) freedom of association and the effective recognition of the right to collective bargaining; (ii) the elimination of all forms of forced or compulsory labour; (iii) the effective abolition of child labour; (iv) the elimination of discrimination in respect of employment and occupation; and (v) a safe and healthy working environment.

This historic resolution was accompanied by the designation of the Occupational Safety and Health Convention, 1981 (No. 155), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), as fundamental Conventions. This raised an obligation for all the ILO Member States to promote and realize the principles enshrined in the Conventions, whether or not they have ratified them. This includes the commitment to develop and implement national policies, programmes and systems for occupational safety and health (OSH), as well as to strengthen prevention, information and management systems.

6 [Conference of the Parties to the United Nations Framework Convention on Climate Change \(COP\)](#).

Following a [discussion on existing gaps](#) in the current ILO standards, the ILO’s Governing Body decided to include on the agenda of the International Labour Conference in 2024 and 2025 a standard-setting discussion on biological hazards in the working environment, and in 2025 and 2026 a standard-setting discussion on decent work in the platform economy, which might lead to the first global normative instrument in this area. Following up on Standards Review Mechanism (SRM) recommendations, a standard-setting discussion on the consolidation of instruments concerning chemical hazards is scheduled to begin in 2026 or 2027.

Advocacy and technical advice related to international labour standards led to 97 ratifications of Conventions and Protocols, 2 more than in 2020–21. The [Violence and Harassment Convention, 2019 \(No. 190\)](#), was ratified by 26 Member States during the biennium, bringing the total of ratifications of this Convention to 36.⁷

Consolidating ILO research, statistics, knowledge management and the institutional capacity of constituents

In line with the 2023 strategy on knowledge and innovation,⁸ the ILO continued generating and sharing relevant and up to date knowledge on topical world of work issues, consolidating its leadership position as a reference for social justice and decent work. During the biennium, the ILO published five flagship reports, including the first report on social dialogue (figure 1). The common thread across these reports is the analysis of multiple crises in the world of work and the inclusion of policy recommendations to reverse negative trends.

► Figure 1. ILO flagship reports 2022–23

ILO flagship reports 2022–23

 <p>The value of essential work World Employment and Social Outlook 2023</p>	 <p>World Employment and Social Outlook Trends 2022</p>	 <p>World Employment and Social Outlook Trends 2023</p>	 <p>Global Wage Report 2022</p>	 <p>Social Dialogue Report 2023</p>
<p>Key workers are essential for societies to function, more so in times of crisis. This report calls for a revaluation of their work to reflect their social contribution, and for greater investment in key sectors.</p>	<p>These reports detail the effects of crises and economic slowdown on the global labour market and include recommendations to prevent longstanding damage.</p>	<p>This report analyzes the effects of COVID-19 and rising inflation on real wage growth and the purchasing power of minimum wages and calls for policy measures to maintain living standard of wage workers and their families based on social dialogue.</p>	<p>This report analyzes the effects of COVID-19 and rising inflation on real wage growth and the purchasing power of minimum wages and calls for policy measures to maintain living standard of wage workers and their families based on social dialogue.</p>	<p>This first edition of this new flagship report examines the role of collective bargaining in mitigating the impact of the COVID-19 crisis on employment and earnings, helping to cushion inequality while reinforcing the resilience of enterprises and labour markets.</p>

7 Additional information on ratification and application of international labour standards can be found in Part II of the report, especially under Policy outcome 2. Appendix I includes all the ratifications registered during the biennium.

8 ILO, [ILO Strategy on Knowledge and Innovation](#), GB.347/PFA/4, 2023.

In addition, the ILO produced 25 research working papers on “frontier issues”, such as the likely impact of [generative artificial intelligence](#) on jobs and on [human resource management](#), two books, five regular issues of the [International Labour Review](#), and numerous reports, including a [statistical update about women and men in the informal economy](#), a global review on [working time and work-life balance](#) and an analysis of [migrant workers’ rights to freedom of association and collective bargaining](#). The Office also published three new editions of the ILO Monitor on the World of Work ([9th](#), [10th](#) and [11th](#)). Together with the International Organization for Migration (IOM) and Walk Free, the ILO also made available the [2021 global estimates of modern slavery](#), which focused on forced labour and forced marriage.

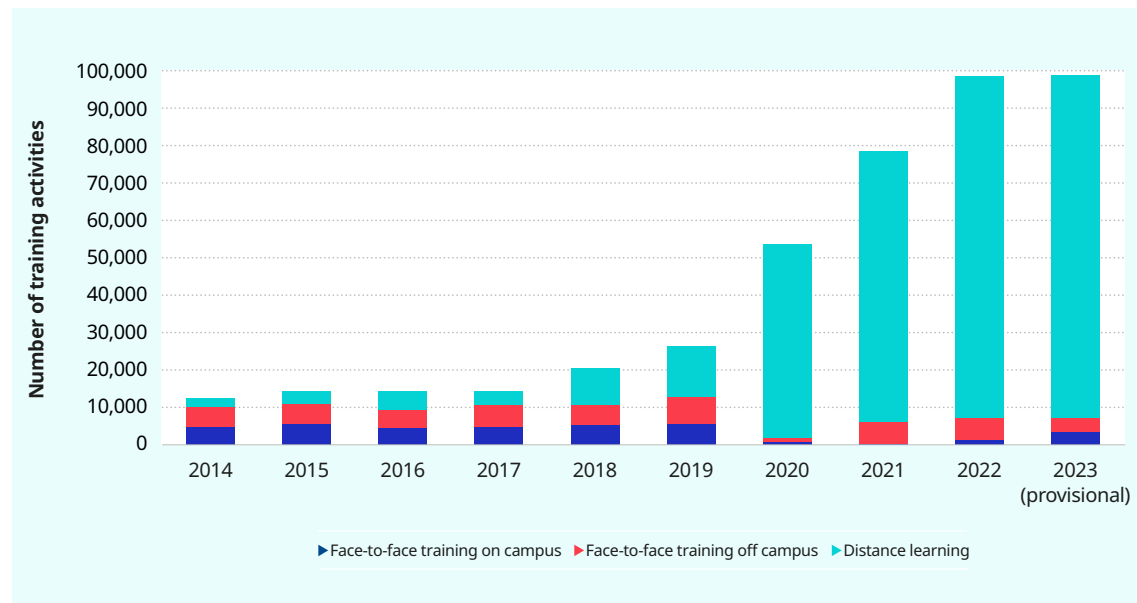
These and other knowledge products were published in different languages and formats, making extensive use of technology, media relations and social media. The new [research repository](#) launched in November 2023, a one-stop shop with more than 21,000 knowledge products, improves access to research, facilitates global collaboration and presents metrics on views and downloads.

The Organization also increased its support to Member States to strengthen labour market information systems and statistics. In 2023, the Office organized the 21st [International Conference of Labour Statisticians \(ICLS\)](#), which provided essential guidelines to generate relevant and comparable data, especially in relation to the measurement of the informal economy. To disseminate key labour market data, the ILO reinforced its statistical platform ILOSTAT.

Progress in knowledge generation and dissemination was instrumental in multiple initiatives implemented during the biennium. These initiatives included developing ILO constituent capacity to address the evolving and emerging challenges in the world of work, which are also aligned with the ILO-wide strategy for institutional capacity development of 2019.⁹

The International Training Centre of the ILO in Turin (Turin Centre) consolidated its portfolio of capacity development activities, including face-to-face, online and blended training and other services delivered to improve organizational performance. Its training activities alone reached over 170,000 people during the biennium, about 40,000 more than in 2020–21 (figure 2). The Turin Centre also delivered a wide range of innovation support services and opened a dedicated Innovation Laboratory that uses

► **Figure 2. Training outreach of the Turin Centre**



⁹ ILO, [ILO-wide Strategy for Institutional Capacity Development](#), GB.335/INS/9, 2019. Part II includes further details on specific capacity development programmes and major initiatives undertaken to achieve the policy and enabling outcomes.

cutting-edge learning technology, including artificial intelligence, to scale up training and knowledge sharing activities globally.

More than three quarters of the activities carried out by the Turin Centre were linked to the policy and enabling outcomes of the ILO's Programme and Budget, focusing especially on social dialogue and tripartism and on economic, social and environmental transitions towards decent work. The external evaluation of the Turin Centre conducted in 2023 confirmed that more than 80 per cent of all participants demonstrated increased knowledge after training, and 94 per cent believed they could apply the learnings in their work.

The promotion of South–South and triangular cooperation (SSTC) was an important element of the ILO's strategy to strengthen the institutional capacity of governments and social partner organizations. With resources from the Regular Budget Technical Cooperation (RBTC) and funding partners from the global South, the ILO developed 28 projects covering 80 countries, in which constituents exchanged experiences and good practice in the provision of employment services, women's economic empowerment, employment policies, skills, formalization, OSH, just transitions, the green economy, labour market statistics, labour migration and rural development, among other priority topics.

Supporting a human-centred recovery from crises for peace and resilience

During the biennium, many countries and millions of people remained caught in fragile situations caused by disasters and conflicts. The ILO was called to intervene in the aftermath of crises generated by natural disasters in Madagascar, Pakistan, the Philippines, Türkiye and the Syrian Arab Republic, as well as by violent conflicts in Ukraine and Gaza. Action in these areas confirmed the relevance of promoting employment and decent work as drivers of recovery, resilience and peace.

After the February 2023 earthquake in the Syrian Arab Republic, for example, the ILO developed a series of interventions to promote employment-intensive investments and programmes, generating temporary jobs, developing skills and contributing to the rehabilitation of physical infrastructure.

In Ukraine, at the start of the Russian aggression, the ILO supported the constituents to deliver immediate assistance to the population. Examples included the provision of shelter to refugees by Ukrainian and Moldovan trade unions using their training and vacation centres, as well as information campaigns on the risks of human trafficking for internally displaced persons (figure 3). As the conflict continued to cause massive losses of employment and income, the Organization supported initiatives to preserve jobs, enterprises and livelihoods, which will be consolidated through a stronger ILO presence in the country in 2024–25.

Following the outbreak of hostilities on 7 October 2023 and as part of the relief interventions of a three-phase Palestine Emergency Response Programme, the Office launched an urgent assistance grant to the Palestinian General Federation of Trade Unions, the Palestinian Employment Fund and the UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) to provide immediate assistance to 8,000 workers from Gaza who had lost their jobs and were stranded in the West Bank. It assisted the Federation of Palestinian Chambers of Commerce, Industry and Agriculture to secure the release of containers from Israeli ports, with 120 containers released by the end of 2023. The ILO also worked with the Palestinian Central Bureau of Statistics to assess the impact of the conflict on workers and employers in the West Bank and Gaza, and with the United Nations Development Programme (UNDP) on the qualitative evaluation of labour market impact, primarily in the West Bank, including an in-depth analysis of skills needs to facilitate recovery in the post-crisis phase. Finally, discussions were initiated with different UN agencies to plan for recovery initiatives in Gaza, which should focus on employment-intensive infrastructure rehabilitation to make investments more job-rich and ensure they are aligned with decent work principles.

► Figure 3. ILO assistance during the Ukraine crisis



Adapting service modality to improve organizational performance

During the biennium, the ILO continued to pursue a trajectory of improvements in its organizational performance building on changes introduced in 2020–21 in its working methods, policies, practices and systems. In October 2022, the ILO started a five-year administration headed by a new Director-General that led to the reorganization of the headquarters structure in thematic and functional clusters anchored in a desire to promote working modalities that lend greater effectiveness to the delivery of the ILO's social justice mandate. In this context, specific measures were introduced to consolidate new business practices and ways of working, taking into consideration lessons learned from the COVID-19 period. Some notable measures are:

- While sessions of the ILO Governing Body and the International Labour Conference went back to be conducted fully in-person, the possibility to grant remote access to some sessions and sittings

was provided in consultation with the tripartite constituents. At the International Labour Conference, speakers had the possibility to address the plenary via pre-recorded video statements. The plenary of the Conference was streamed to a wider public in all the ILO languages. In the Governing Body, a fast-track approach was implemented for the consideration of non-controversial items.

- To introduce efficiencies in workplace administration, the Office leveraged cloud technologies to implement an integrated workplace management system and replace ageing stand-alone custom applications. Additional improvements were introduced to facilitate digital accessibility, strengthen cyber resilience, increase the security of the ILO premises, and enhance transparency of programmatic and financial information.
- In July 2023, the Office rolled out an 18-month pilot policy on flexible working arrangements offering opportunities for better work–life balance across a much greater percentage of staff. This was undertaken with clear provisions to support an adequate office presence to meet operational needs; to ensure dedicated time together to allow for teamwork; and to set defined limits on the use of telework outside the duty station.

The Office took action to strengthen gender equality, the inclusion of people with disabilities,¹⁰ non-discrimination and the prevention of sexual harassment. The [ILO Action Plan for Gender Equality 2022–25](#), discussed by the Governing Body in March 2022,¹¹ established an operational and monitoring framework that promotes commitment, collaboration and accountability towards gender equality among ILO staff and management. A combination of corporate efforts and executive decisions led to an increase in the percentage of senior ILO positions (P5 grade and above, regular staff) held by women, which reached 43 per cent by the end of 2023, which is higher than the 40 per cent target set in the ILO’s human resources strategy.¹²

Outreach activities introduced in August 2022 to increase workforce diversity included a mandatory e-learning course aimed at strengthening staff members’ confidence in and commitment to promoting disability inclusion. The ILO course was adopted by several other UN entities as a foundation for developing disability inclusion courses for their own staff. Promoting a respectful and ethical workplace remained a priority. Among other initiatives, the Office continued developing the “respect campaign” to prevent and address sexual harassment through mandatory training, guidance materials and awareness-raising activities. A more clearly articulated set of procedures was introduced to govern the disciplinary process along with a broader range of disciplinary measures.

¹⁰ ILO, [ILO Disability Inclusion Policy and Strategy 2020–23](#), 2021.

¹¹ The ILO Action Plan is aligned with UN-SWAP: [UN System-Wide Action Plan on Gender Equality and the Empowerment of Women](#), 2012.

¹² ILO, [Human Resources Strategy for 2022–25](#), GB.343/PFA/14, 2021.



Entrepreneur and owner of fashion workshop in Côte d'Ivoire who employs 35 people and exports her models. © Copyright: Marcel Crozet / ILO.

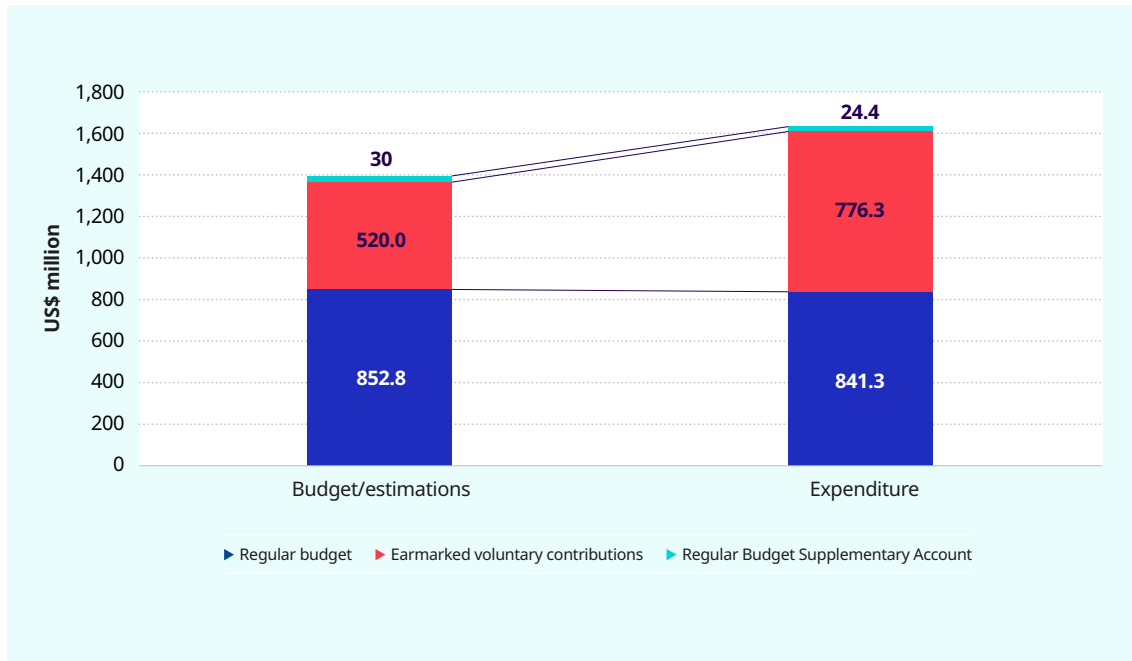
► Budget and expenditure highlights

The total ILO regular budget for 2022–23 was US\$852.8 million, of which US\$678.7 million was earmarked for the delivery of the policy outcomes (figure 4). In addition, the ILO estimated that extrabudgetary expenditure in the biennium for policy outcomes would amount to US\$550 million, of which US\$30 million would be funded from the Regular Budget Supplementary Account (RBSA). The total actual regular budget expenditure over the biennium was US\$841.3 million, 98.7 per cent of the budget, and extrabudgetary expenditure was US\$800.7 million (including US\$24.4 million from the RBSA), more than 45 per cent over the estimates.

Where do ILO's resources come from?

The implementation of the ILO's programme is financed by Member States' assessed contributions to the ILO regular budget and voluntary contributions from donors provided for development cooperation projects or as unearmarked funding through the RBSA. About 140 partners, including government agencies, multilateral organizations, the private sector and civil society organizations, provided voluntary

► **Figure 4. ILO budget and expenditure in 2022–23**



funding to the ILO through diverse modalities, including public–private partnerships, direct trust funds for domestic resources of the Member States that request ILO assistance, and SSTC arrangements.

New approvals of voluntary funding in 2022–23 reached an unprecedented US\$992 million, an increase of 47 per cent as compared to 2020–21, demonstrating the solidarity of the ILO partners and their recognition of the importance of social justice and decent work to address global challenges.

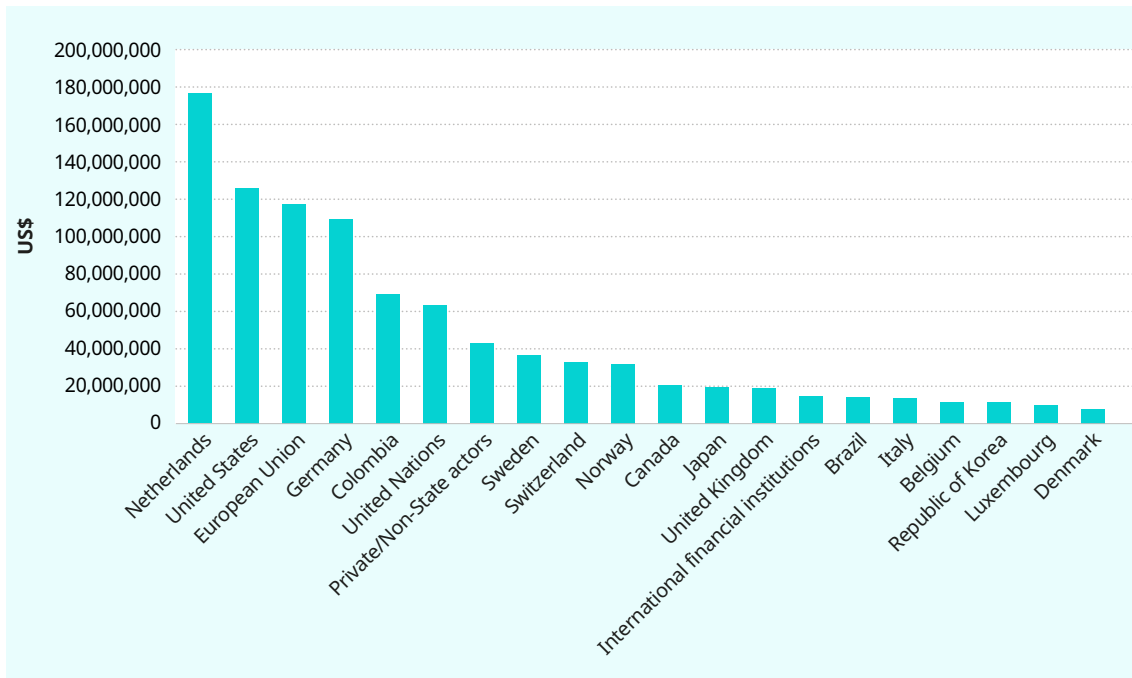
This record level of resource mobilization is mostly explained by an increase in voluntary contributions from the Governments of the United States of America and Germany, a trust fund with domestic resources from the Government of Colombia to work on skills development in the country, and an exceptional contribution of over US\$100 million from the Government of the Netherlands to the second phase of the project [PROSPECTS](#) (box 3). The European Union and other key ILO traditional partners have continued their essential support to the ILO’s development cooperation programme.

The top 20 ILO donors accounted for 96 per cent of the total voluntary contributions (figure 5). Unearmarked voluntary funding from the nine contributors to the RBSA in 2022–23 totalled US\$31.6 million, confirming their continued support for this strategic funding modality (figure 6).

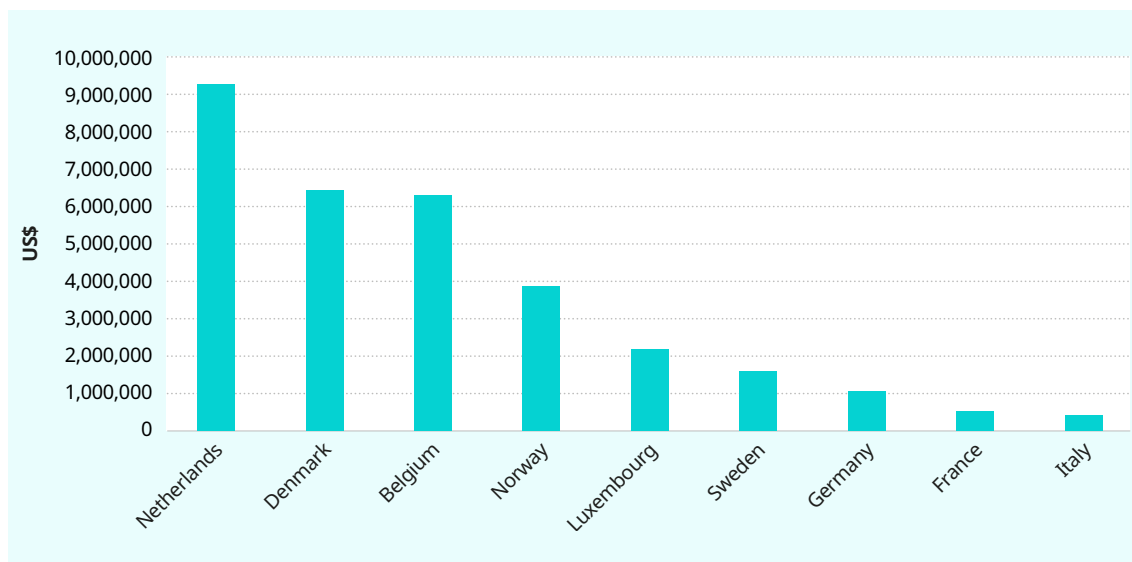
► **Box 3. PROSPECTS**

The “Partnership for improving prospects for forcibly displaced persons and host communities” ([PROSPECTS](#)) is a project funded by the Government of the Netherlands and implemented by the ILO jointly with the International Finance Corporation, the UN High Commissioner for Refugees (UNHCR), the UN Children’s Fund (UNICEF) and the World Bank. In 2022–23, PROSPECTS developed an integrated strategy combining skills and employment promotion, enterprise development, youth participation and rights at work that benefited thousands of men and women in Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan and Uganda. The intervention has been extended until 2027.

► Figure 5. Top 20 contributors to extrabudgetary funding in 2022–23



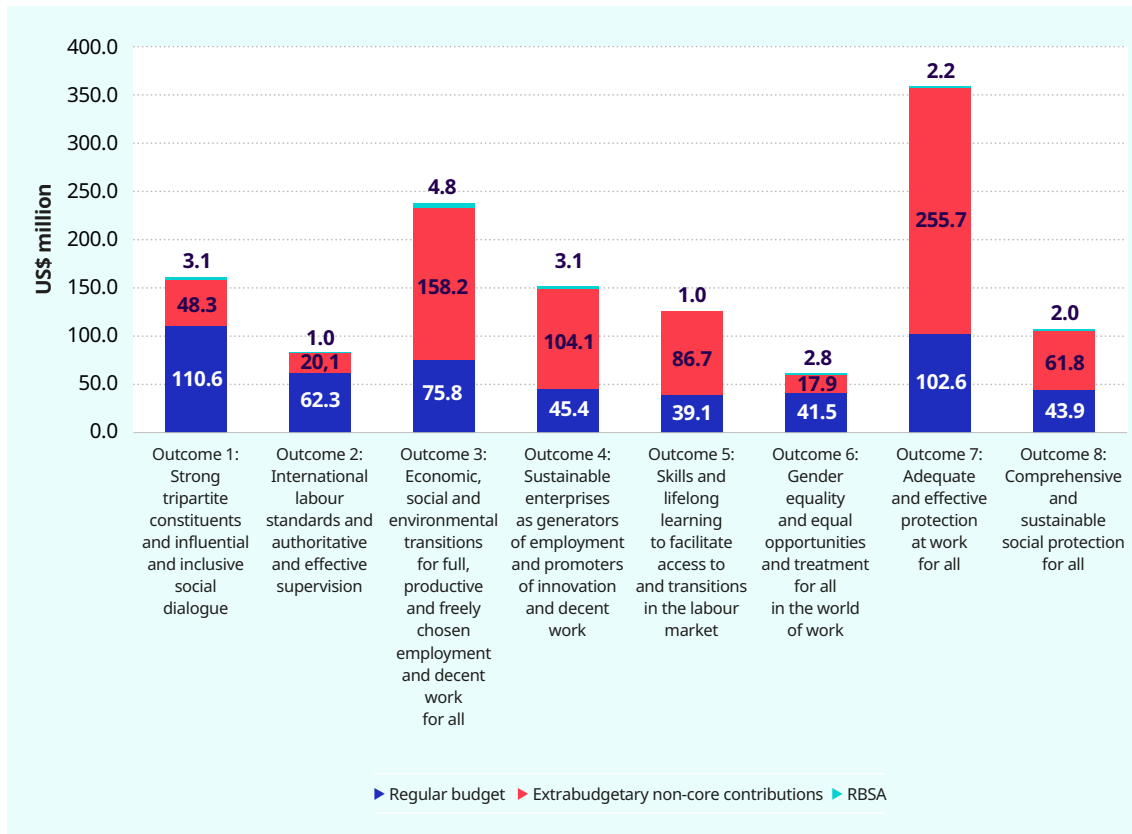
► Figure 6. Donors to the RBSA in 2022–23



Where are the ILO resources spent and on what?

In 2022–23, the ILO spent US\$1.3 billion on delivering the eight policy outcomes included in its programme (excluding support services). Of this, US\$521 million came from the regular budget, US\$752.8 million from non-core voluntary funding, and US\$20 million from the RBSA (figure 7). Voluntary funding expenditure accounted for 60 per cent of the total expenditure on policy outcomes. Some voluntary funding also contributed to the enabling outcomes, notably to develop labour market statistics and information systems.

► Figure 7. Total expenditure by policy outcome (in US\$ million)



In addition, the ILO spent US\$177.4 million on the functioning of policymaking organs such as the Governing Body, the International Labour Conference and regional meetings, management and support services, institutional investments, and other unforeseen or extraordinary items.

Regular budget expenditure for the policy outcomes was slightly below the budget set at the beginning of the biennium (98 per cent delivery rate), with slight variations across policy outcomes.¹³ Conversely, expenditure on development cooperation programmes funded through extrabudgetary contributions exceeded the estimations set before the start of the biennium by 49 per cent.

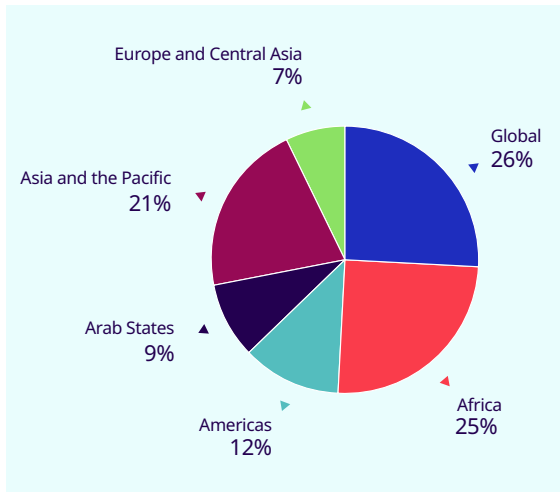
Seventy-four per cent of expenditure on the delivery of the policy outcomes was in the regions, with 26 per cent dedicated to global activities (on knowledge and capacity development, policy advice and normative action) (figure 8).

A total of US\$41.4 million of the regular budget was spent on technical cooperation (RBTC) to support policy outcomes, advocacy for decent work, institutional capacity-building activities carried out through the Turin Centre and SSTC, US\$3.2 million more as compared to 2020–21. Outcome 1 on social dialogue and tripartism received the largest share of RBTC (figure 9).

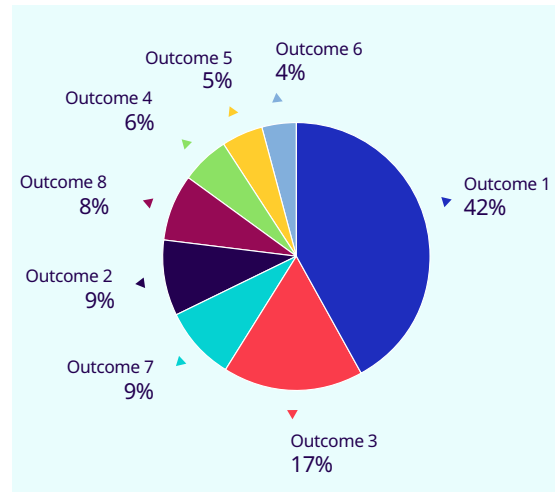
The RBSA expenditure during the biennium was US\$24.4 million, lower than estimated. This amount represents 1.5 per cent of total ILO expenditure during the biennium and 3.2 per cent of expenditure of development cooperation voluntary contributions. The RBSA, however, contributed to 11 per cent of the country results reported and achieved during the biennium, confirming the strategic relevance of this source of funds to respond to constituent demands in prioritized areas (figure 10). This includes results in countries in crisis situations such as Ukraine.

¹³ Appendix V presents additional information on ILO expenditure in 2022–23 by policy outcome and organizational unit.

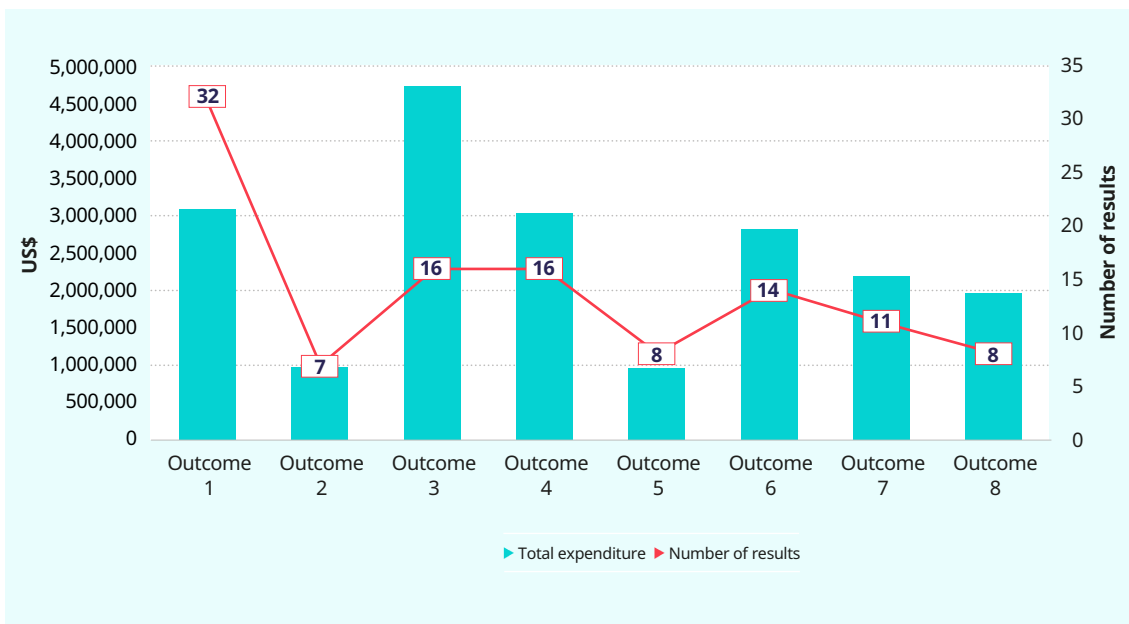
► **Figure 8. Total expenditure on the policy outcomes by region (percentage)**



► **Figure 9. Distribution of RBTC expenditure by policy outcome**



► **Figure 10. RBSA expenditure and results achieved with RBSA contribution by policy outcome**



Key to this performance was the adoption of a focused RBSA allocation strategy to fund a limited number of actions with great potential for impact in three priority areas: (1) the promotion of gender equality and equal opportunities and treatment in the world of work through investments in the care economy; (2) transitions to the formal economy, with particular attention to groups that face greater challenges in the path to decent work; and (3) just transitions in the context of climate change and digitalization of the economy. Furthermore, to generate synergies and economies of scale, RBSA funds were allocated to some of the countries that expressed high-level commitment and started developing road maps for implementation of the Global Accelerator on Jobs and Social Protection for Just Transitions. In 2024–25, the ILO will reinforce the use of RBSA as catalytic funding for the promotion of integrated approaches to social justice in the three priority areas cited above, and to achieve decent work outcomes in supply chains.



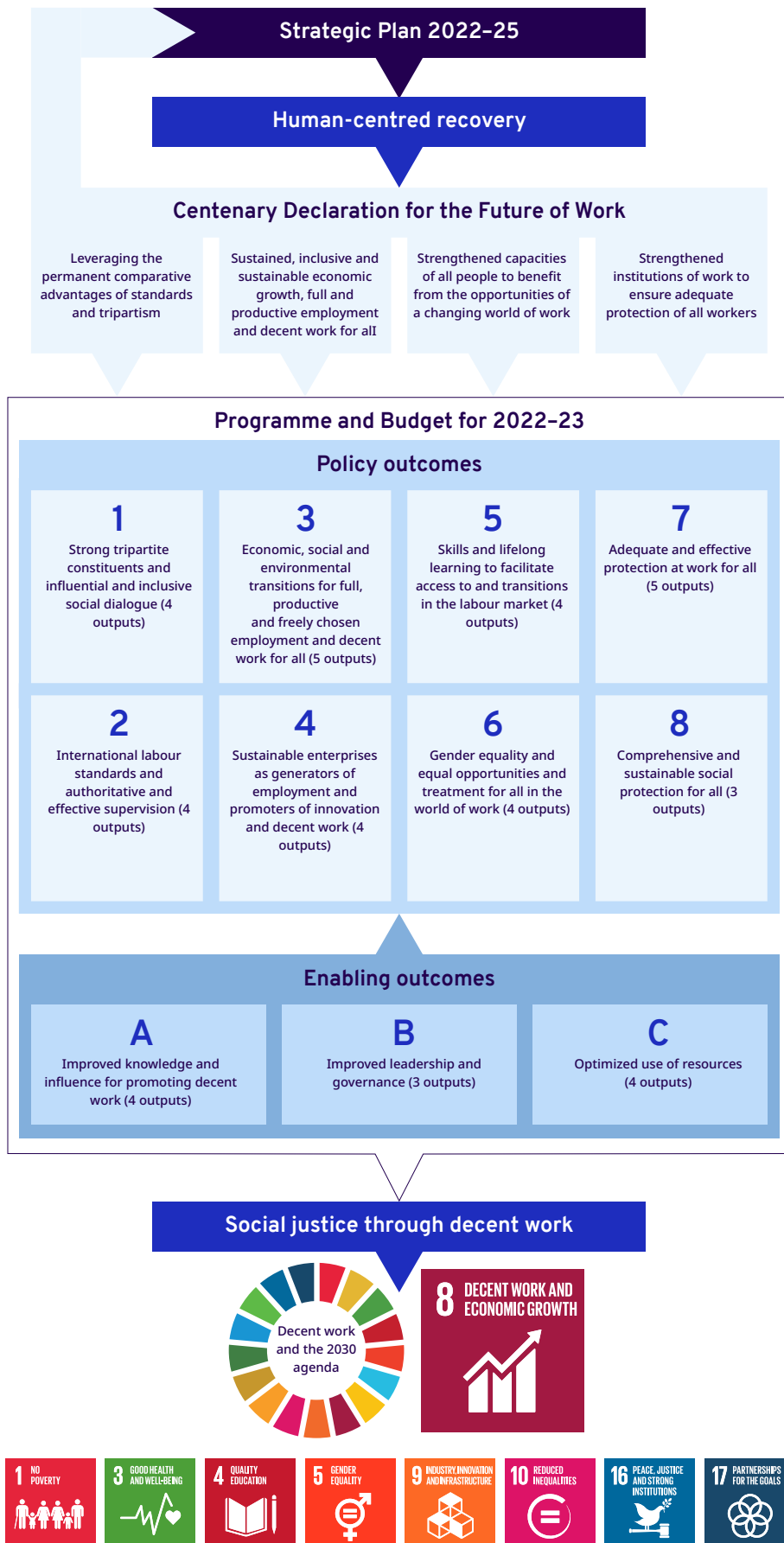


Syrian worker in a Jordanian Cooperative. © Credit : Abdel Hameed Al Nasier/ILO.

► Organizational performance in 2022–23

This section of the report analyses the ILO's performance during the biennium against the commitments, outputs and targets of the policy and enabling outcomes included in the Programme and Budget for 2022–23 (figure 11), globally and by region. Overall, the results achieved during the biennium exceeded the targets, indicating that the Organization was able to adapt its workplans to respond in a timely manner and effectively to emerging needs and demands from its constituents. The [ILO Decent Work Results Dashboard](#) provides comprehensive information on results achieved with the ILO's contribution and other relevant details regarding progress in policy areas and regions.

► Figure 11. Summary of the elements of the Programme and Budget for 2022-23



► Global overview of results

The ILO made significant contributions to the 1,039 results¹⁴ achieved in 142 Member States, one territory and five regional or subregional organizations across the eight policy outcomes (figure 12),¹⁵ surpassing the biennium's target by 8 per cent. These results constitute the baseline for similar indicators in the results framework for 2024–25 and have been considered for the review of the targets for the biennium.¹⁶

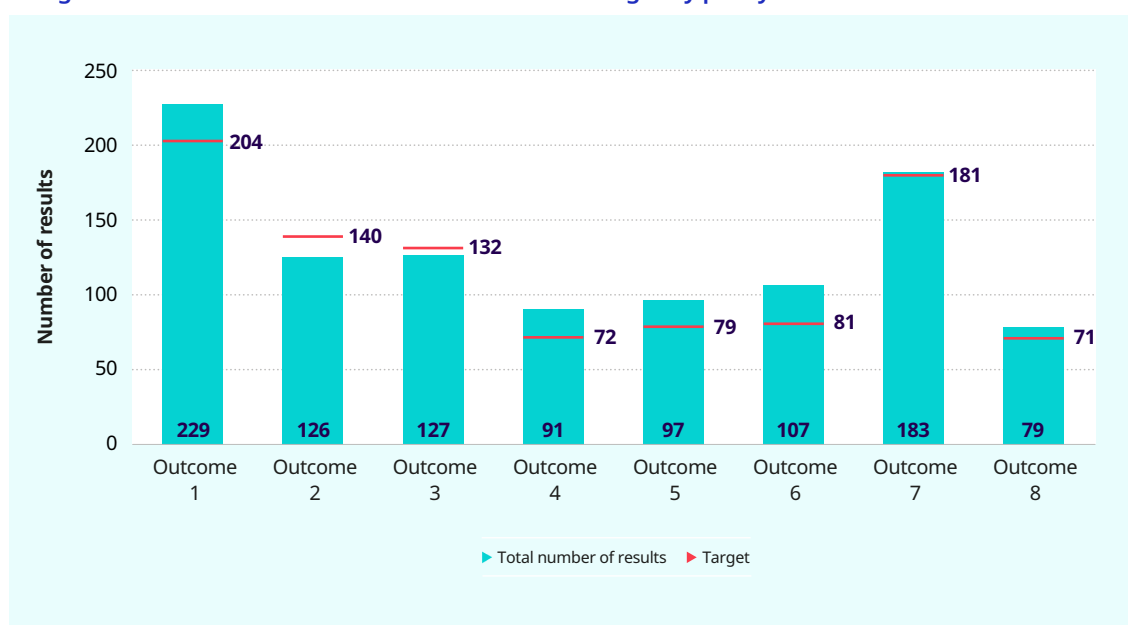
Under outcome 1, the ILO contributed to the achievement of 229 results, 12 per cent above target, of which 129 pertain to the increased institutional capacity of EBMOs and workers' organizations (9 per cent above target), and 100 are related to the strengthening of labour administrations and social dialogue institutions.

Under outcome 2, the 126 results achieved (10 per cent below target) encompass 97 ratifications of Conventions and Protocols,¹⁷ progress in establishing tripartite mechanisms for the implementation of international labour standards in 14 countries, and 15 initiatives to apply sectoral standards.

Under outcomes 3 through 8, the 684 results achieved (11 per cent above target) refer to improvements in the capacity of Member States to address world of work challenges in the areas of employment, sustainable enterprises, skills development, equality in the world of work, protection at work and social protection.

In addition to the results under the policy outcomes, the ILO supported improvements in labour market statistics and information systems in 28 Member States (see specific information in the section on enabling outcomes (outcome A)).

► **Figure 12. Total number of results achieved and target by policy outcome**



14 A result is an improvement in capacities, policies, or legislation for decent work – including ratifications of ILO standards – produced during the biennium in a Member State with ILO support, which can be measured through the output indicators set in the programme and budget.

15 Appendix II contains a table with the targets set and results achieved for all the output indicators under the eight policy outcomes.

16 Programme and Budget for 2024–25: Updated results and measurement frameworks (January 2024).

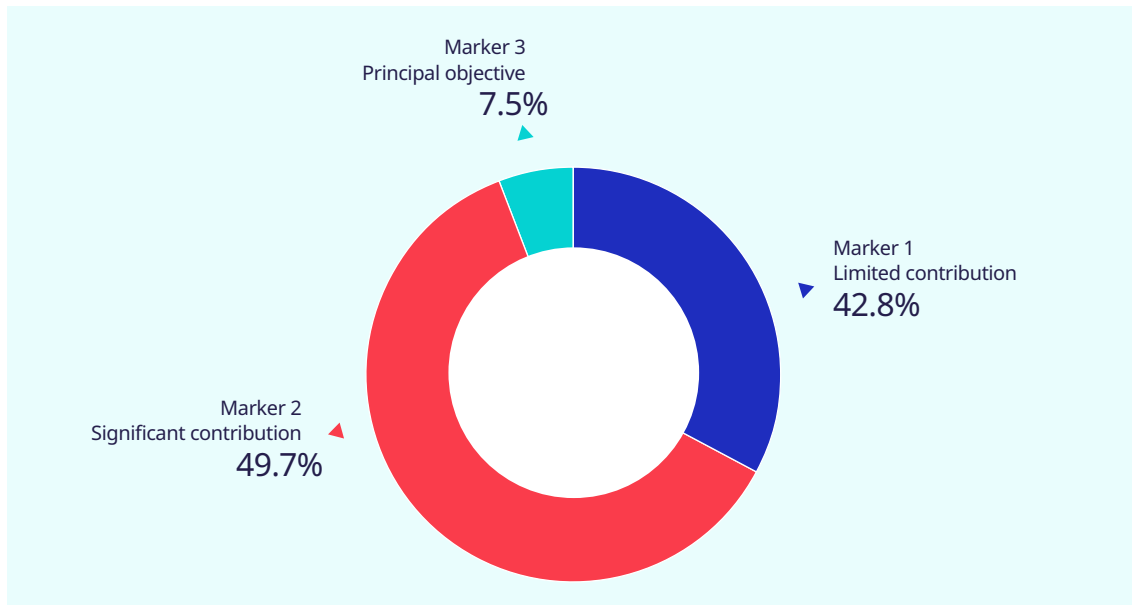
17 Appendix I includes all the ratifications registered during the biennium.

Contribution to gender equality and non-discrimination

The promotion of gender equality and the elimination of discrimination in the world of work are fundamental objectives integrated across all ILO programmes and initiatives. While specific results were achieved and reported within policy outcome 6, efforts were made to incorporate this objective into all the other outcomes. For monitoring and reporting purposes, following UN practice, the ILO’s results-based management system categorizes country programme outcomes in all policy areas based on their contribution to this goal, using a three-scale marker.¹⁸

Promoting gender equality and non-discrimination was the primary objective of 7 per cent of the results achieved during the biennium, with an additional 50 per cent of the results making a significant contribution to this goal (figure 13). These proportions are consistent with the figures reported in 2020–21, which were 8 per cent and 49 per cent, respectively.

► **Figure 13. Distribution of results achieved according to contribution to gender equality and non-discrimination**

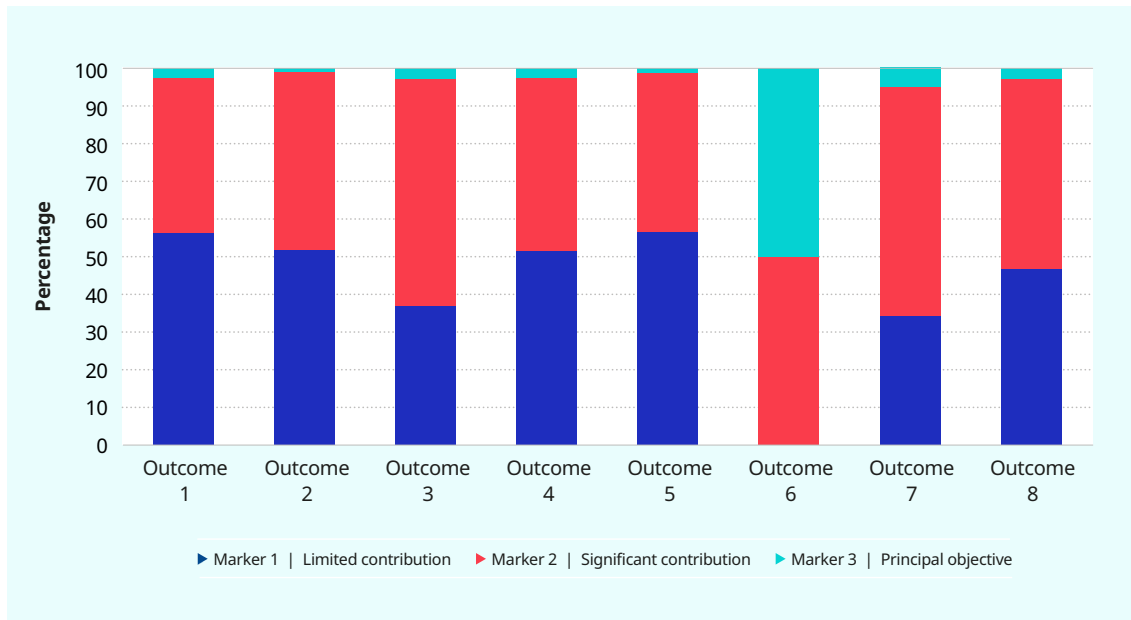


Most of the results on gender equality and non-discrimination were achieved within policy outcome 6. In the other outcomes, the ones with a larger proportion of results making a significant contribution to this goal were outcome 7, on protection at work for all, outcome 3, on employment, and outcome 8, on social protection (figure 14). Differences across outcomes reflect the uneven priority given to gender equality and non-discrimination in both the services demanded of the ILO and the work of the Office, and point to the need to increase mainstreaming efforts, as indicated in the mid-term progress report of the ILO Action Plan for Gender Equality 2022–25.¹⁹

¹⁸ *Marker 3* is applied when the promotion of gender equality and non-discrimination is the principal objective of ILO action and results. *Marker 2* is applied when ILO action and results achieved in other policy areas make a significant contribution to the advancement of this goal by addressing root causes of gender inequality and discrimination. *Marker 1* is applied when ILO action and results in other policy areas have some focus on the advancement of gender equality and non-discrimination but make a limited contribution to progress in this area. This includes, for example, measures put in place to ensure the participation of women in capacity-building initiatives or the generation of information and knowledge about inequalities in the labour market.

¹⁹ [GB.350/INS/4](#).

► **Figure 14. Results achieved according to contribution to gender equality and non-discrimination, by policy outcome and marker**



Several results achieved during the biennium focused on the promotion of equality for groups facing discrimination in the labour market due to disability, HIV status, indigenous identity, or a combination of these factors. Just under 30 per cent of these results were aimed at fostering equal opportunities and fair treatment for individuals with disabilities, while 16 per cent focused on people living with HIV, and 13 per cent benefited indigenous peoples. Most progress in this area is documented under outcome 6. However, there are also noteworthy examples in other outcomes, such as outcome 1, which involves advocacy by social partners to design disability-inclusive policies for the world of work; outcome 7, which addresses measures to develop labour protection policies and create healthy work environments for these population groups; outcome 3, related to employment promotion and employment services for facilitating just transitions for vulnerable individuals; and outcome 8, pertaining to the extension of social protection.

Contribution to the 2030 Agenda for Sustainable Development

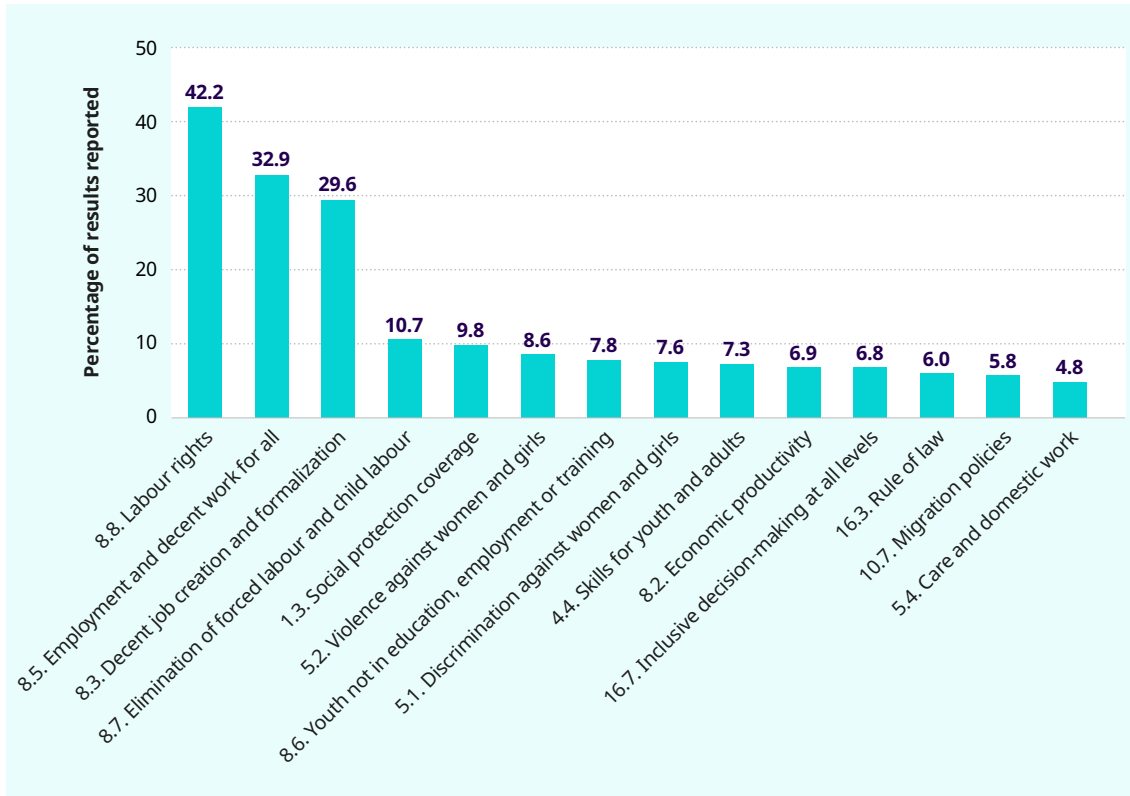
The Programme and Budget for 2022–23 specifies how each policy outcome contributes to the achievement of priority SDG targets closely aligned with areas in which the ILO possesses a comparative advantage. This analysis informs how the results achieved in the biennium under each policy outcome contributed to progress in the implementation of the 2030 Agenda.

Over 93 per cent of the results attained across all policy outcomes are directly related to SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Most of these results address SDG targets 8.8, focusing on labour rights; 8.5, concerning employment and decent work for all; and 8.3, pertaining to policies that support productive activities, decent job creation, entrepreneurship, and formalization (figure 15).

The analysis of the ILO’s contribution to other SDGs reveals the following:

- 25 per cent of the results, across all the policy outcomes, contributed to SDG 5 on gender equality. This is particularly due to the ratification and application of Convention No. 190, and to measures adopted in Member States to promote equality between men and women in the world of work.

► Figure 15. Contribution of ILO results to selected SDG targets

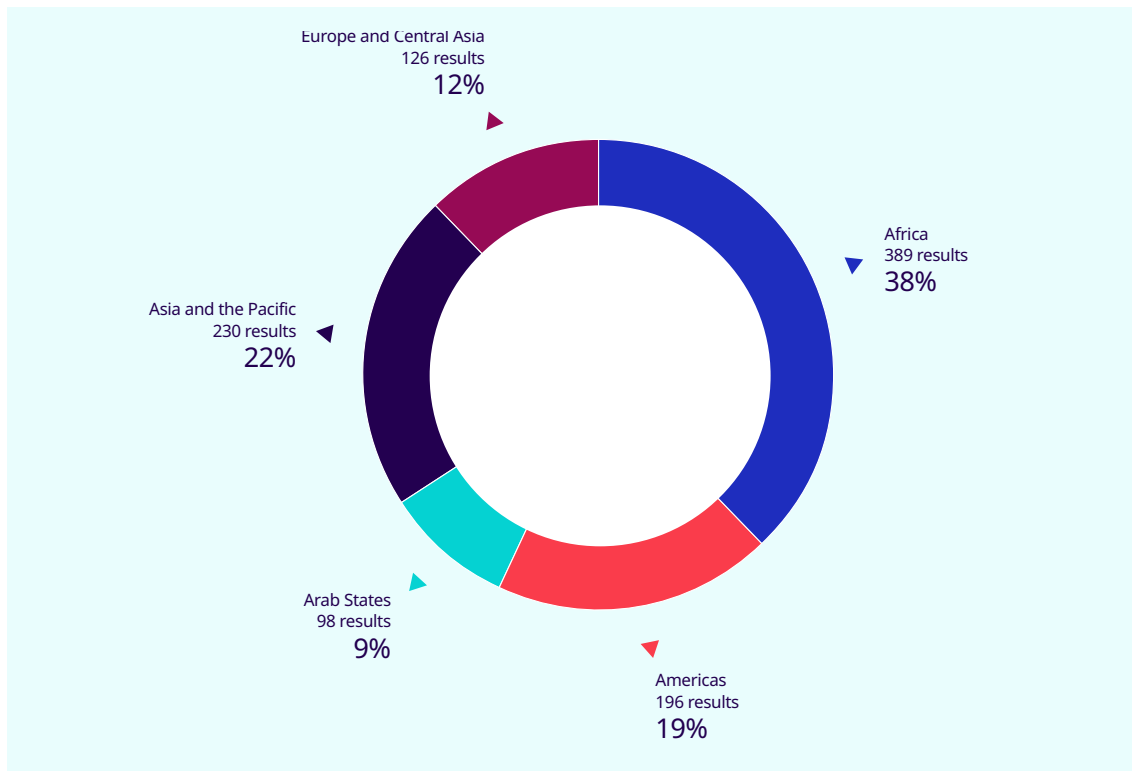


- 16 per cent of the results contributed to SDG 16 on peace, justice and strong institutions, especially through the promotion of social dialogue and tripartism.
- 14 per cent of the results contributed to SDG 10 on reduced inequalities, in particular through measures to create jobs and improve working conditions for people with disabilities, people living with HIV/AIDS, and indigenous populations, along with the promotion of wage and social protection policies.
- 13 per cent of the results contributed to SDG 1 on the elimination of poverty, primarily through the extension of social security and the strengthening of social protection floors.
- 10 per cent of the results, especially related to skills development and lifelong learning, contributed to improvements in SDG 4 on quality education.

► Results by region

This section provides a summary of the results achieved in each region during the biennium. Africa stands out as the region with the highest number of results, followed by Asia and the Pacific, the Americas, Europe and Central Asia, and the Arab States (figure 16). It is important to highlight that there is a correlation between the number of results and the number of countries where the ILO has implemented its cooperation and technical assistance programmes, which is higher in Africa, Asia, and the Americas compared to other regions. The size of the development cooperation portfolio in each region, larger in Africa and Asia, also explains the difference in the number of results achieved.

► **Figure 16. Distribution of results achieved by region**



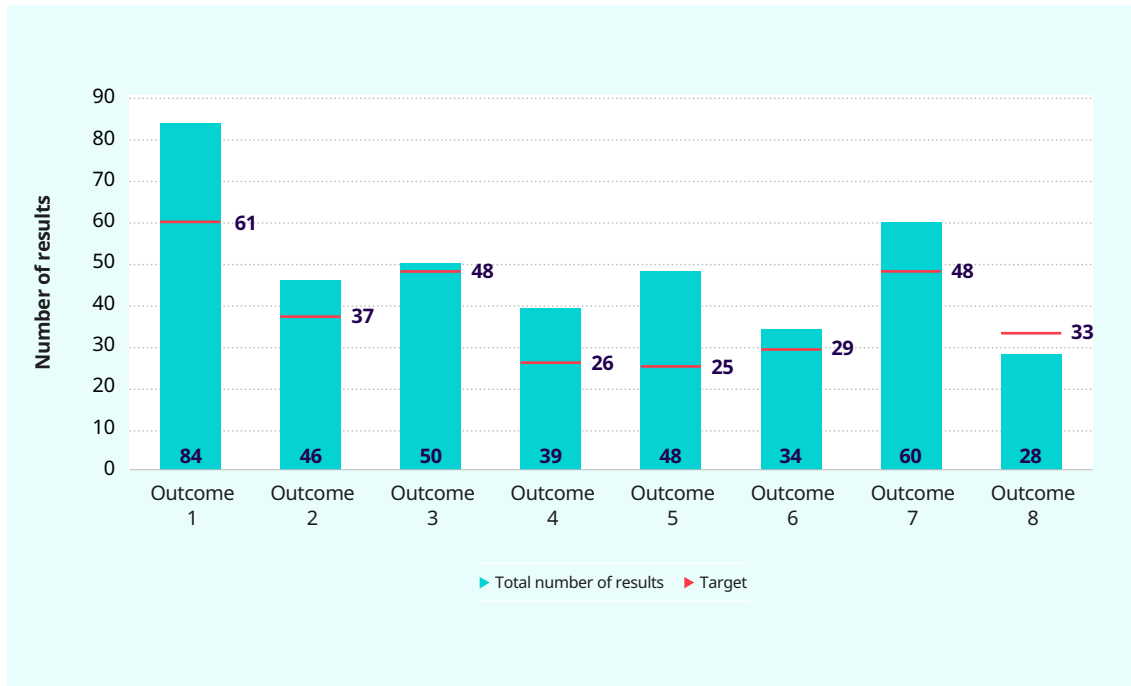
Africa

► **Table 2. Development cooperation budget in Africa**

Total development cooperation budget in Africa (2022–23): US\$260.3 million			
Top five recipient countries		Top five development partners	
► Ethiopia	US\$21.2 million	► Netherlands	US\$45.3 million
► Tunisia	US\$19.7 million	► European Union	US\$30.6 million
► Egypt	US\$17.9 million	► United States	US\$21.8 million
► Kenya	US\$15.9 million	► Germany	US\$19.4 million
► Somalia	US\$12.6 million	► MPTF/UNDP	US\$14.2 million

In collaboration with international, regional, and national organizations, the ILO played a crucial role in achieving 389 results in 49 African Member States. These results met or exceeded the target established for the output indicators in seven of the policy outcomes within the Programme and Budget (figure 17). This section offers a concise overview of the key achievements in the region, organized according to the seven priority areas outlined in the [implementation plan](#) of the [Abidjan Declaration](#) of 2019.

► **Figure 17. Results achieved and targets in Africa, by policy outcome**



Decent jobs for Africa, in particular for youth (policy outcome 3). The ILO contributed to the development of national employment policies in ten countries and strengthened employment services in eight Member States. The employment potential of investments in infrastructure was assessed across the region, including in the transport and energy sectors in [Côte d’Ivoire](#), [Kenya](#), [Senegal](#) and [Zambia](#). Ten countries adopted measures to facilitate just transitions in the green and blue economies. In connection with the Global Initiative on Decent Jobs for Youth, the ILO mobilized US\$14 million to promote youth employment in the digital economy. The African Union tripartite constituents and youth representatives, with support of the ILO, developed the [Youth Employment Strategy for Africa](#).

Improved skills and technology (policy outcome 5). The ILO supported 14 countries in measuring skills mismatches and anticipating future skills needs. A joint [continental initiative between the ILO and International Telecommunication Union \(ITU\)](#) contributed to providing digital skills training for youth and adults. The ILO developed a strategic plan for skills development in the energy industry for countries in the Southern African Development Community (SADC) and continued supporting labour-based training institutions focusing on localization and the use of appropriate technology. Two universities in the region integrated the ILO’s employment-intensive approach in their courses.

Decent work in the informal and rural economies (policy outcomes 3, 4 and 7). In May 2022, in collaboration with the ILO, the African Union Commission and UNDP, 16 countries engaged in a regional policy dialogue to prepare a strategic action plan to bolster the role of the informal economy in Africa. The ILO also promoted specific measures for decent work in rural areas in ten Member States, including through employment-intensive investment programmes, and contributed to the development of measures to facilitate the formalization of enterprises in seven countries.

Conducive environment for sustainable enterprises (policy outcome 4). The ILO actively advocated for the full implementation of the African Continental Free Trade Area and for the free movement of workers, supporting regional economic communities in their efforts to foster integration and joint ventures, productivity and decent work. The ILO collaborated in the development of the Social and Solidarity Economy Strategy and Implementation Plan (2023– 2033) of the African Union. Through several development cooperation programmes, 20 Member States developed successful interventions to enhance productivity, innovation, enterprise sustainability and the social and solidarity economy, with a special focus on small enterprises.

Effective and inclusive social dialogue and tripartism (policy outcome 1). The ILO continued to support national social dialogue institutions and mechanisms, including economic and social councils, labour advisory boards and mechanisms for resolution of labour disputes, with results in 12 countries. Efforts to strengthen the capacities of social partners’ organizations in the region resulted in major achievements for EBMOs in 20 countries and workers’ organizations in 20 Member States.

Social and labour protection for all (policy outcomes 8 and 7). Significant improvements in the extension of coverage and adequacy of national social protection systems were achieved in ten countries, especially in relation to unemployment benefits and universal health coverage. The ILO created the “Africa Social Protection Clock,” an interactive tool to monitor progress toward the target of achieving at least 40 per cent social protection coverage, and published the [Regional companion report for Africa](#) to the ILO’s [World Social Protection Report 2020–22](#).

On labour protection, collective bargaining was strengthened in Burkina Faso, Côte d’Ivoire, Guinea and Togo and fair and effective policy frameworks, institutions, and services to protect and promote the labour rights of migrant workers and refugees were developed in countries and regional economic communities (box 4).

► Box 4. Fair migration governance in the Southern Africa Development Community (SADC)

The Southern African Migration Management project, implemented by the ILO, the International Organization for Migration (IOM), the United Nations Office on Drugs and Crime (UNODC) and the Office of the United Nations High Commissioner for Refugees (UNHCR), funded by the European Union, strengthened national systems to recognize migrant workers’ skills and qualifications in SADC countries. This led to the inclusion of tailored skills programmes for migrants in Southern Africa and the drafting of a skills mobility framework for countries of the Indian Ocean.

Labour standards and promotion of gender equality (policy outcomes 2, 6 and 7). Fourteen African countries registered 33 ratifications of ILO Conventions in 2022 and 2023. In May 2022, the region hosted the 5th Global Conference on the Elimination of Child Labour, which adopted the [Durban Call to Action](#). Furthermore, ten countries implemented strategies to tackle child labour in line with relevant standards. In October 2023, the African Union Commission and the ILO organized a [regional forum](#) to exchange knowledge on innovative mechanisms to address child labour in Africa, with a focus on corporate social responsibility and supply chains.

While the promotion of gender equality and non-discrimination remains a challenge across the African region, 13 countries adopted measures to foster inclusion in the labour market, with a focus on people living with HIV/AIDS. Ten Member States implemented actions to reduce violence and harassment in the workplace. The ILO also organized a [tripartite regional meeting on women in mining](#) to promote gender equality and decent work for women in this sector.

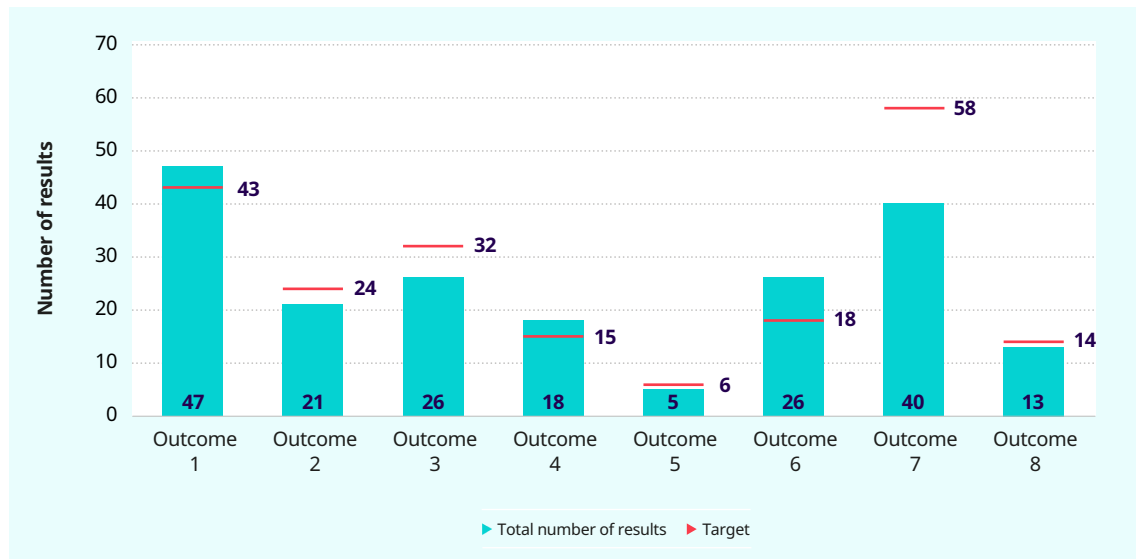
Americas

► **Table 3. Development cooperation budget in the Americas**

Total development cooperation budget in the Americas (2022–23): US\$95.8 million			
Top five recipient countries		Top five development partners	
► Colombia	US\$23.9 million	► United States	US\$27.5 million
► Mexico	US\$13.6 million	► Colombia	US\$22.1 million
► Brazil	US\$7.9 million	► Brazil	US\$6.4 million
► Haiti	US\$7.4 million	► European Union	US\$6.1 million
► Peru	US\$6.5 million	► MPTF/UNDP	US\$5.6 million

The ILO contributed to the achievement of 196 results in 27 Member States of Latin America and the Caribbean. The aggregated target for the output indicators was met or exceeded in three of the policy outcomes (figure 18). Delays in the formal approval of national employment policies and OSH programmes in some countries led to fewer results than expected under policy outcomes 3 and 7, respectively. However, the region experienced progress in major priorities, as described in the following paragraphs.

► **Figure 18. Results achieved and targets in the Americas, by policy outcome**



Transitions from the informal to the formal economy (policy outcomes 3, 4 and 7). Informality remains a major challenge for the region’s labour markets. The ILO carried out an updated version of the [Regional Formalization Academy](#) with the Turin Centre and elaborated a regional formalization strategy (FORLAC 2.0) to better support Member States in implementing the [Transition from the Informal to the Formal Economy Recommendation, 2015 \(No. 204\)](#). During the biennium, four countries prepared diagnostics on the informal economy which were used for policymaking, and five Member States implemented diverse measures to facilitate the transition from the informal to the formal economy, resulting for example in the adoption of an integrated strategy in Cusco, Peru.

Productivity and skills development for decent work (policy outcomes 4 and 5). The [Business Forum on Boosting Productivity in Latin America](#), sponsored by the ILO, discussed nine national case studies

and developed a road map towards national pacts for productive development. The Inter-American Centre for Knowledge Development in Vocational Training (ILO/CINTERFOR) supported the digitalization of technical and vocational education and training (TVET) institutions and training courses launched the [Observatory on vocational training in Latin America, the Caribbean and Spain](#). The ILO took a leading role in promoting the alignment of business practices with decent work and human rights and in the region. Specific results achieved in seven Member States include the development of public policies to promote responsible business conduct and improvements in the implementation of corporate due diligence processes.

Just transitions and decent work for youth (policy outcomes 3 and 4). The ILO strengthened alliances to promote just transitions toward environmentally sustainable economies and societies, developing methodologies to identify skills and employment needs in green sectors with the potential to generate 15 million jobs. Specific just transition measures were adopted in four countries during the biennium. The ILO began exploring decent work challenges in the lithium-extraction value chain, including skills requirements and the participation of indigenous peoples in the industrialization process in Argentina, the Plurinational State of Bolivia and Chile.

The ILO provided technical advice on active labour market programmes for youth and delivered capacity-building to public employment services, with a focus on digitalization. The regional chapter of [Green Jobs for Youth Pact](#) was launched in Panama, offering opportunities for scaling up action on youth employment under the aegis of the [Global Initiative on Decent Jobs for Youth](#).

Labour migration (policy outcome 7). In 2023, the ILO developed a strategy focusing on labour migration and human mobility, which was approved in two tripartite meetings for Central America and South America, respectively. The ILO also developed a guide for employers on Labour Migration and Fair Recruitment, entitled, *Talento en Movimiento* [Talent on the Move]. With ILO support, ten Member States in the region implemented policy and institutional measures to increase the protection of migrant workers, and four of these countries also developed fair migration frameworks.

Care economy and women empowerment (policy outcome 6). The ILO provided support at the regional and country levels to generate commitments and investments in the care economy and to foster the recognition of care as a right (box 5). Five Member States developed specific policy measures to improve working conditions in care sectors. The ILO facilitated the ratification of Convention No. 190 on violence and harassment in nine countries through legislative gap analyses and the development

► Box 5. A regional commitment to a care society in Latin America and the Caribbean

In Latin America and the Caribbean, 36.8 million women and 10.4 million men are engaged in care work. This represents 16 per cent of the total employment and 31 per cent of female employment.

Recognizing the importance of paid and unpaid care work for gender equality and social justice, the ILO supported the adoption of the [Buenos Aires Commitment](#) during the XV Regional Conference on Women in Latin America and the Caribbean held in November 2022. The ILO also developed a tool to calculate required investments in the care economy for policymaking and applied it in Argentina, Brazil, Colombia and Peru. Through an agreement with the UN Economic Commission for Latin America and the Caribbean, this tool will be applied in 32 countries of the region. The ILO prepared an innovative methodology to develop care cooperatives for just transitions, which is being implemented in the Plurinational State of Bolivia, Colombia and Honduras.

Domestic work, employing about one third of care workers, is a vital source of jobs for vulnerable women. The ILO developed a [road map](#) approved by tripartite constituents to promote decent domestic work, which is being implemented through inter-institutional arrangements in Brazil, Chile, Colombia, Costa Rica and Peru.

of specific protocols. The Women Entrepreneurs Network added 1,135 women from 49 countries and 28 economic sectors during the biennium. Brazil joined the Equal Pay International Coalition (EPIC) initiative in 2023.

Labour and social protection for all (policy outcomes 1, 7 and 8). The ILO promoted the adoption of national and sectoral OSH policies and programmes, with results achieved in eight Member States, and supported constituents in regulating telework. The ILO also strengthened the capacity of workers' organizations in ten countries to advocate for improvements in labour, environmental and social protection policies, promote compliance with international labour standards, and support decent work in the care economy, vocational training, and environmental and labour policies. As a follow-up to the [Durban Call to Action](#), the [Regional Initiative: Latin America and the Caribbean Free of Child Labour](#) accelerated the development of priority action plans and the application of the model for identification of risks of child labour in 31 countries.

In the area of social protection, the ILO contributed to strengthening and extending unemployment protection in Ecuador with a view to providing income security and reducing fragmentation of pension reforms, and provided support for the extension of pension coverage in Chile and Uruguay. An ILO [global study on the right to social security](#) in national constitutions covering 18 countries in Latin America highlighted the importance of international law and constitutional principles in the design, implementation and reform of social protection systems.

Statistics and partnerships. Delegations from the region played a key role in the 2023 International Conference of Labour Statisticians. Six countries made significant progress in measuring decent work and producing labour market statistics. The ILO disseminated knowledge and information on the labour markets of the region through the flagship publication [2022 Labour Overview: Latin America and the Caribbean](#), which celebrated its 30th anniversary in 2023.

The ILO strengthened coordination with the Ibero-American General Secretariat, the Organization of American States and the Community of Latin American and Caribbean States and increased its involvement in the UN Regional Collaborative Platform for Latin America and the Caribbean ([RCP LAC](#)). The ILO organized a meeting between trade unions and UN Resident Coordinators to facilitate the participation of workers' organizations in the implementation of UN Sustainable Development Cooperation Frameworks (UNSDCFs). The [Global Accelerator on Jobs and Social Protection for Just Transitions](#), with Paraguay identified as a pathfinder country, provided a new opportunity for the promotion of the social justice in the region.

Asia and the Pacific

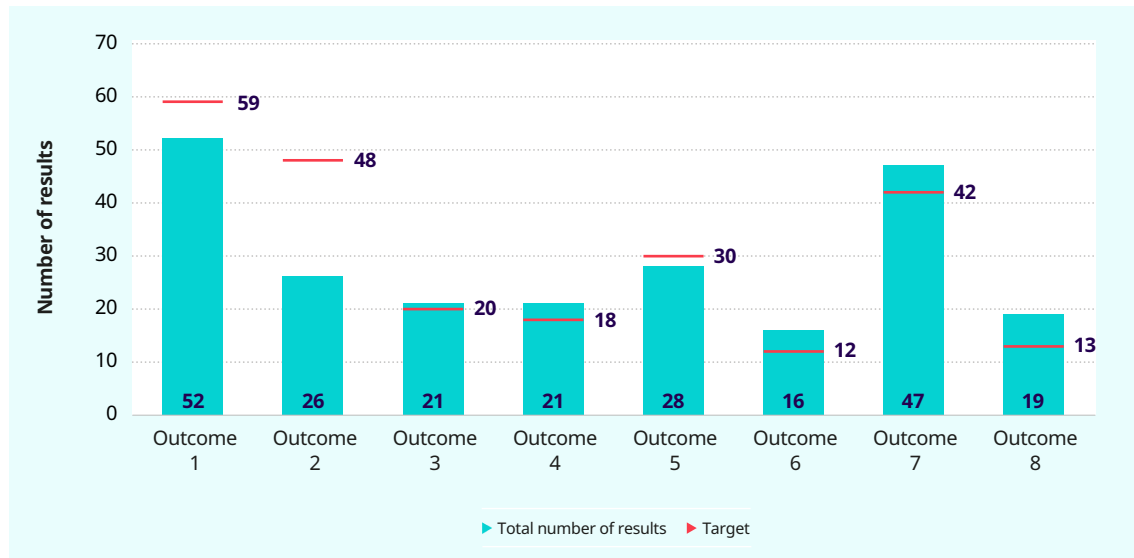
► **Table 4. Development cooperation budget in Asia and the Pacific**

Total development cooperation budget in Asia and the Pacific (2022–23): US\$254.1 million			
Top five recipient countries		Top five development partners	
► Bangladesh	US\$45.0 million	► European Union	US\$48.9 million
► Viet Nam	US\$23.1 million	► Multi-donor	US\$26.9 million
► Cambodia	US\$18.8 million	► Japan	US\$25.1 million
► Papua New Guinea	US\$17.6 million	► Private sector	US\$22.0 million
► Indonesia	US\$17.6 million	► United States	US\$19.4 million

The ILO contributed to the achievement of 230 results in 28 Member States of Asia and the Pacific during the biennium with the support of 38 development partners. These results met or exceeded the accumulated targets of the output indicators set for five of the eight policy outcomes of the Programme and Budget (figure 19). As there were fewer ratifications of ILO Conventions and Protocols from this region than

expected, the ILO will increase its information and advocacy efforts. Nevertheless, the region as a whole made progress in the priorities set out in the [Singapore Statement](#) adopted at the 17th Asia and the Pacific Regional Meeting in 2022, which also underscored the commitment of governments and social partners to develop the Global Coalition for Social Justice.²⁰

► **Figure 19. Results achieved and targets in Asia and the Pacific, by policy outcome**



Social dialogue and tripartism (policy outcome 1). The ILO stepped up efforts to support social partner organizations as fundamental actors for economic and social recovery. Employers’ organizations in 12 countries developed strategies and services or increased their policy influence. Analyses conducted by EBMOs of the post-pandemic business environment highlighted issues such as the importance of investing in sustainable social protection systems and involving industry in skills development. Workers’ organizations in 12 Member States attracted new groups of workers, including migrants and youth, by enhancing service provision, developing grievance mechanisms and providing advice on issues such as OSH. The ILO also strengthened social dialogue institutions and mechanisms in 8 countries of the region.

Labour rights, freedom of association and the effective recognition of the right to collective bargaining (policy outcomes 1, 2 and 7). There were 17 new ratifications of ILO Conventions registered during 2022 and 2023. The Committee of Experts on the Application of Conventions and Recommendations (CEACR) noted with satisfaction the progress on freedom of association in Nepal and on the elimination of the worst forms of child labour in Pakistan. Tripartite dialogue mechanisms for the application of international labour standards were introduced in four countries. Several of the results achieved by workers’ organizations focused on the rights of workers in the platform economy to organize and engage in collective bargaining.

Gender equality and women’s empowerment in the labour market (policy outcome 6). As part of their efforts to close gender gaps, five Member States implemented measures to promote decent work in the care economy, focusing on women’s labour force participation and the gender pay gap. This included, among other measures, the implementation of family-friendly workplace policies in China, the prioritization of the care economy in national development plans in Indonesia and policy measures for domestic workers in India and Pakistan.

²⁰ This section and Appendix III, which includes the number of results achieved under the areas prioritized in the Singapore Statement in Asia and the Pacific and in the Arab States, responds to the Governing Body’s request to follow-up and report on the commitments adopted at the 17th Asia and the Pacific Regional Meeting.

Inclusive employment policies and labour market programmes to support life transitions (policy outcomes 3 and 5). Five Member States launched comprehensive employment policies and another six countries, primarily Pacific Island States, started the formulation process. Six Member States made progress in measuring skills mismatches and anticipating future skills needs. Inclusive skills and lifelong learning systems, work-based learning and quality apprenticeships, and improving digital infrastructure and capabilities were also areas of significant progress in nine Member States. The ILO is working with several South Asian Member States to design and develop the [South Asian Qualifications Reference Framework](#) to support the harmonization of skills qualifications at the regional level and enhance recognition of the skills of migrant workers from South Asia in destination countries.

Transitions from the informal to the formal economy (policy outcomes 3, 4 and 7). The ILO supported the preparation of diagnostics and measures focusing on the informal economy in several countries, leading to specific results in Nepal and Pakistan. In five countries, employment-intensive investment programmes contributed to infrastructure development and the creation of more formal sector job opportunities in rural areas. More effort is needed, however, to adopt integrated approaches aligned with the ILO's Recommendation No. 204.

Fair labour migration frameworks and protection of migrant workers (policy outcome 7). Twelve Member States in the region achieved results in relation to the development of migration frameworks or the protection of migrant workers' rights. Progress was made in the mutual recognition of skills of migrant workers in the construction sector between Thailand and Cambodia and on the measurement of recruitment costs in Viet Nam. In 2023, the ASEAN Heads of State adopted the [Declaration on the Protection of Migrant Workers and Family Members in Crisis Situations](#) and the [Declaration on the Placement and Protection of Migrant Fishers](#).

Decent work for peace and security in crisis situations (policy outcome 3). Workers and enterprises in the regions affected by disasters encountered substantial challenges in pursuing decent work. Disasters included volcanic eruptions in Tonga, flooding in Pakistan and heatwaves in several provinces in China, as well as Tropical Cyclone Mocha in Myanmar, and earthquakes in Afghanistan and Nepal. In Pakistan, a world of work strategy for crisis response was approved in a tripartite setting as a governmental action plan, and a rapid infrastructure reconstruction programme created 40,000 workdays, benefiting more than 20,000 households. In Afghanistan, an employment-intensive investment programme created 21,000 workdays for vulnerable populations, including women and internally displaced people.

Just transition towards environmentally sustainable economies and societies (policy outcomes 3, 4 and 8). National efforts to promote a just transition to an environmentally sustainable economy and society led to results in four Member States. This included a road map for energy transition and unemployment insurance coordinated with employment services in Indonesia, a national green jobs human resource development plan in the Philippines and new job opportunities created through climate adaptation works in Cambodia. Environmental improvements in manufacturing processes were scaled up in Pakistan and Viet Nam started mobilizing resources for its Just Energy Transition Plan. The [Pacific Islands Forum Secretariat](#) endorsed the [Pacific Regional Framework on Climate Mobility](#) in November 2023, which focuses on rights-based and people-centred movement in the context of climate change.

Social and employment protection, productivity and resilience (policy outcomes 1, and 3 through 8). Governments, labour councils, and social partners made progress in advancing protection for workers. This included improvements in wage setting systems, OSH and social protection (box 6). From a labour market governance perspective, the adoption of strategic compliance plans for labour inspectorates in four countries served to identify sectors and workers most vulnerable to decent work deficits, including workers in the informal economy, domestic workers, transport workers, workers in micro, small and medium-sized enterprises (MSMEs), construction workers, migrant workers and rural workers. The region strengthened the enabling environment for businesses in four countries and contributed to improving productivity and decent work practices at the enterprise level in ten Member States.

► **Box 6. Significant achievements in social protection in Asia and the Pacific**

- In June 2022, the Ministry of Labour and Employment of Bangladesh started applying a scheme providing employment injury protection to 4 million workers in the ready-made garment sector. Application is overseen by a tripartite governance board and supported by 19 international brands.
- The establishment of a multi-tier pension system in China, including private pensions, promotes voluntary participation and market-oriented operations, offering more options for retirement planning to millions of people. In addition, the Ministry of Human Resources and Social Security adopted a new policy on occupational injury insurance for workers in new work arrangements, including platform workers in food delivery and transportation. By July 2023, the new scheme was covering 6.2 million workers.
- In August 2023, the Royal Government of Cambodia regulated the implementation of the voluntary social security scheme on healthcare, expanding its coverage to about 2.9 million self-employed individuals and dependants of members of the National Social Security Fund.

Arab States

► **Table 5. Development cooperation budget in the Arab States**

Total development cooperation budget in the Arab States (2022–23): US\$116.6 million			
Top five recipient countries		Top five development partners	
► Jordan	US\$35.3 million	► Germany	US\$26.6 million
► Lebanon	US\$33.8 million	► Netherlands	US\$23.2 million
► Iraq	US\$21.8 million	► European Union	US\$16.2 million
► Qatar	US\$7.6 million	► Qatar	US\$7.6 million
► Occupied Palestinian Territory	US\$6.0 million	► United States	US\$6.5 million

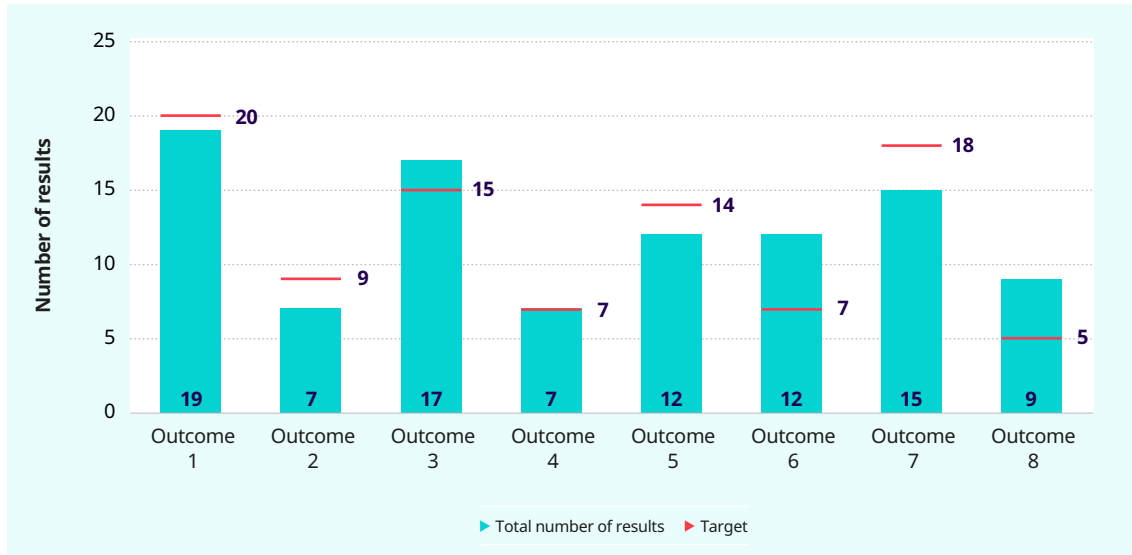
In the Arab States, the ILO contributed to the achievement of 98 results in ten Member States and one territory, meeting or surpassing the target set for the output indicators of four of the eight policy outcomes (figure 20). The target set for ratifications was not met in this region, which calls for a renewal of efforts to promote international labour standards. These results also contributed directly to the priorities for national action established in the Singapore Statement.²¹

Social dialogue, tripartism and international labour standards (policy outcomes 1 and 2). The ILO strengthened the institutional capacity of employers’ and workers’ organizations in eight Member States and in the Occupied Palestinian Territory (OPT), allowing them to sustain and improve operations. Saudi Arabia established a social dialogue unit within the Ministry of Human Resources and Social Development, and Iraq adopted a labour inspection policy. The ILO supported national social dialogue mechanisms and labour law and labour dispute settlement reforms in three countries. Oman ratified the Maritime Labour Convention, 2006, as amended (MLC, 2006), which enhanced seafarers access to decent work.

Employment creation, sustainable enterprises and skills development (policy outcomes 3, 4 and 5). In the context of the crises in Lebanon, the Syrian Arab Republic, Yemen and the OPT, the ILO contributed to the creation of decent jobs for vulnerable women and men, with a focus on young people, refugees, and internally displaced persons, in consultation with constituents and in coordination with

21 See Appendix III.

► **Figure 20. Results achieved and targets in the Arab States, by policy outcome**



the UN country teams. The ILO engaged in reconstruction efforts in the areas most affected by the earthquake that struck the Syrian Arab Republic and its environs in February 2023, generating temporary employment, developing skills and contributing to the rehabilitation of physical infrastructure. At the end of 2023, the ILO participated in the initial relief phase of the Palestine Emergency Response Programme providing livelihood support to 3,000 displaced workers in Gaza and assessing the impact of the conflict on workers and employers in the West Bank.

In four Member States and the OPT, the ILO promoted alignment of business practices with decent work priorities. In Qatar, the Central Labour Management Consultation Committee was established, enabling workers and management representatives to take collective sectoral action.

Three Member States applied ILO approaches to work-based learning and quality apprenticeships during the biennium. The Social Fund for Development in Yemen used ILO assistance to train hundreds of its beneficiaries in marketable skills for high-demand occupations.

Gender equality and women’s empowerment in the labour market (policy outcome 6). Efforts have focused on the promotion of female leadership and the advancement of women’s rights (box 7). Additionally, in three Member States and in the OPT, the ILO assessed and promoted investments in the care economy, built the capacity of constituents to measure unpaid care work and reviewed care policies with a view to promoting decent and productive employment. Through a Regional Workshop on Early Childcare and Education hosted by Jordan, the ILO adopted an action plan for six countries in the Arab States region.

Protection at work (policy outcome 7). In five countries, the ILO developed stronger policies and legal frameworks to realize the fundamental principles and rights at work, with a focus on freedom of association and the effective recognition of the right to collective bargaining and the elimination of discrimination at work. In Jordan, the Ministry of Labour and the Social Security Corporation developed the National Occupational Safety and Health Strategy, which was endorsed by the Cabinet in May 2023. Lebanon endorsed an analysis of the informal economy and developed an action plan to address the causes of informality in three sectors as a means to combat discrimination and promote rights at work. Iraq established a child labour monitoring system and nine child-friendly learning spaces that led to the withdrawal and rehabilitation of over 2,000 children involved in the worst forms of child labour.

Social protection (policy outcome 8). Across the region, the ILO supported the reform and expansion of social protection schemes, enhancing income security of workers and vulnerable groups, in line with

► **Box 7. Strengthened social protection and gender equality in the Arab States**

Social protection. The Iraqi Parliament passed a new Social Security Law for Private Sector Workers benefiting 1.9 million self-employed workers that introduced unemployment and maternity benefits. In Lebanon, the Council of Ministers and the Parliament approved the National Social Protection Strategy, which includes a national disability allowance and provides social grants to vulnerable populations. In Jordan, the Social Security Corporation established the Estidama++ Fund to extend social security to vulnerable workers, including expatriates and refugees, transitioning 13,000 informal workers to the formal economy. In Oman, the ILO assisted stakeholders in formulating the Social Protection Law, which revamped the contributory pension system by consolidating 11 pension funds into a single national scheme that covers both private and public sector employees.

Gender equality. Saudi Arabia endorsed its first National Policy on Equality in Employment, while Jordan implemented legal amendments for women’s workplace rights and improved access to childcare. In Jordan and the OPT, an action plan was introduced to promote equal opportunities in the world of work and a model childcare cooperative was established.

the ambition set in the recent regional Ministerial Declaration on the Future of Social Protection (box 7). A new body of evidence in the Cooperation Council for the Arab States of the Gulf about the legal and effective coverage of social protection for migrant workers highlighted ongoing reform efforts and remaining gaps.

Europe and Central Asia

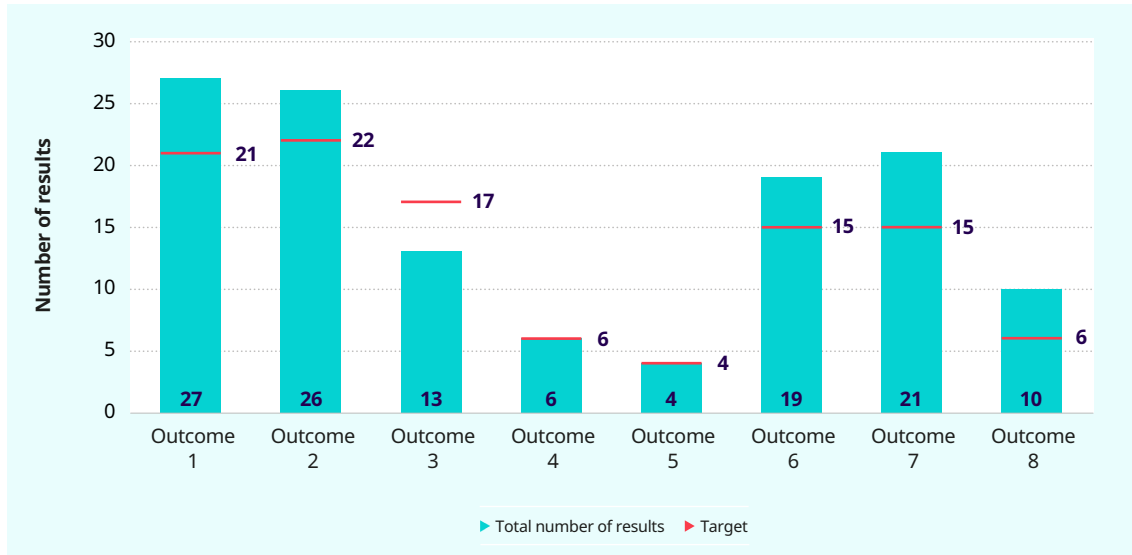
► **Table 6. Development cooperation budget in Europe and Central Asia**

Total development cooperation budget in Europe and Central Asia (2022–23): US\$91.7 million			
Top five recipient countries		Top five development partners	
► Türkiye	US\$53.8 million	► European Union	US\$30.2 million
► Bosnia and Herzegovina	US\$8.4 million	► Germany	US\$26.8 million
► Ukraine	US\$6.5 million	► United States	US\$8.0 million
► Uzbekistan	US\$3.3 million	► Private sector	US\$6.4 million
► Republic of Moldova	US\$2.4 million	► Denmark	US\$4.5 million

The ILO’s support in Europe and Central Asia contributed to 126 results in 28 Member States. These results met or exceeded the targets outlined in the Programme and Budget for seven of the eight policy outcomes (figure 21). The exception was the target in relation to the promotion of labour market programmes and employment services under outcome 3, as work in this area was disrupted by the suspension of cooperation from the Russian Federation. Employment services in several countries, however, were strengthened in the context of the implementation of youth guarantees.

The ILO’s performance in the region should be analysed against the backdrop of the economic and sociopolitical consequences of the Russian aggression against Ukraine, which generated unprecedented challenges in the world of work. In March 2022, the ILO’s Governing Body adopted a resolution that suspended technical cooperation assistance to the Russian Federation, which led to adaptations in workplans of offices and development cooperation projects. In Ukraine, the ILO supported constituents

► Figure 21. Results achieved and targets in Europe and Central Asia, by policy outcome



in their efforts to provide immediate assistance to the affected organizations, enterprises and people with the purpose of preserving lives, jobs and livelihoods and increasing resilience.

Despite the challenges and supported by a growing development cooperation portfolio, the region made significant progress in the implementation of subregional and national strategies, Decent Work Country Programmes (DWCPs), UNSDCFs and specific programmes and projects, achieving results under all the policy outcomes.

Social dialogue and tripartism (policy outcome 1). Strengthening social dialogue and the capacity of the social partners continued to be an overarching priority for the ILO in the region. This led to: (i) the reinforcement of social dialogue institutions and dispute resolution mechanisms; (ii) new laws in eight Member States; (iii) changes in the functioning of the tripartite National Labour Council of Albania and the Economic and Social Council of North Macedonia; (iv) the revision of the law on amicable settlement of labour disputes in Montenegro; and (v) the adoption of a manual on grievance in Serbia.

Ratification and application of international labour standards (policy outcome 2). During the biennium, 16 Member States from the region registered 25 ratifications of ILO Conventions, 10 of them in respect of Convention No. 190. An important normative development was the adoption at the 111th Session of the International Labour Conference, in 2023, of a resolution on Belarus, under article 33 of the ILO Constitution, in relation to 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).

Employment, sustainable enterprises and skills development, with a focus on youth (policy outcomes 3, 4 and 5). The creation of more and better jobs to speed up recovery, especially for youth, continued to be a priority in many countries. Following the [Declaration on ensuring sustainable labour market integration of young people](#), signed on 8 July 2021 at the second EU–Western Balkans Ministerial Meeting on Employment and Social Affairs, five Member States developed or implemented youth guarantees to promote the activation of women and men under 30 years of age in the labour market through a combination of education, skills development, employment and social protection measures (box 8).

The ILO supported formalization processes in 16 provinces of Türkiye and provided assistance to start-ups on digitalization and OSH in Bosnia and Herzegovina. In the Republic of Moldova, a new programme supported by the ILO offered grants and coaching to small green companies, facilitating access to financing and coaching. On skills, the ILO contributed to the creation of a national platform for

► Box 8. Youth Guarantee Scheme in the Western Balkans

In partnership with the European Commission and the European Training Foundation, the ILO set up a technical assistance facility on youth guarantees for Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia. The facility conducted a statistical mapping of youth not in education, employment or training and reviewed policies and legal frameworks to assess preparedness for the implementation of the Youth Guarantee. The ILO also assessed the capacity of public employment services to function as a delivery mechanism. Based on the evidence generated, the ILO designed and delivered targeted capacity-building programmes for the institutions participating in the operationalization of the Youth Guarantee, including the social partners through South–South and triangular cooperation. This placed particular emphasis on the activation of women who represent the overwhelming majority of those who are inactive because of family responsibilities.

e-learning in vocational training in Ukraine that ensured continuity during the pandemic and the war and contributed to ongoing reforms on apprenticeships and work-based learning in Azerbaijan, the Republic of Moldova and Türkiye.

Gender equality and non-discrimination (policy outcome 6). The ILO strengthened its capacity to assist Member States in promoting gender equality, women’s participation in the labour market and non-discrimination in the world of work. During the biennium, the Republic of Moldova, Türkiye, Ukraine and Uzbekistan adopted measures to promote a balanced sharing of family responsibilities, and six Member States made progress in the implementation of Convention No. 190. In Türkiye, the ILO intensified its efforts to promote the application of ILO standards on equal remuneration and discrimination in employment and occupation, as well as to facilitate the ratification of the Domestic Workers Convention, 2011 (No. 189), and Convention No. 190 on violence and harassment.

Labour and social protection (policy outcomes 7 and 8). Support for reforms in relation to working conditions, wages and working time led to results in five Member States. This includes the adoption of a decree on minimum wages in Cyprus and of a unified minimum wage for the public and private sectors in the Republic of Moldova. The ILO supported the establishment of regulations concerning working hours in specific economic sectors in Georgia, remote work in Kyrgyzstan and overtime and annual leave in the Republic of Moldova.

Five Member States in the region made significant improvements in their social protection systems. In Cyprus, social insurance was extended to self-employed workers, including in non-standard work arrangements. Tajikistan adopted the National Strategy for Social Protection until 2040 that aims to modernize the country’s social protection system, ensuring the long-term sustainability of the pension schemes and incentivizing the expansion of coverage.

Partnerships. The ILO further developed its partnership with the European Union, for example, in the European Commission’s adoption of the [Communication on Decent Work](#) (2022) and in the signing of funding agreements to establish development cooperation interventions for Europe, Central Asia and for other countries across the world. The ILO also strengthened cooperation with international financial institutions on social protection and on forced labour in Uzbekistan. A significant number of Member States expressed support for the Global Coalition for Social Justice. Albania and Uzbekistan confirmed their high-level political commitment to pursue the objectives of the [Global Accelerator on Jobs and Social Protection for Just Transitions](#), and are working towards becoming pathfinder countries.



Young woman in an agro-industrial plant of Buenos Aires, Argentina.
© Credit: Lord R. / ILO

▶ Results by policy outcome

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

▶ Highlights

- ▶ The ILO strengthened the institutional capacity of EBMOs in 59 Member States, improving governance, strategies and services of 36 organizations and enhancing advocacy capacity for another 23.
- ▶ Support to workers' organizations in 56 countries led to improvements in strategies and services provided by 35 trade unions and more effective advocacy and social dialogue carried out by workers in 35 Member States.
- ▶ 38 Member States significantly improved their labour administrations, notably labour inspectorates, increasing compliance and improving the protection of labour rights.
- ▶ 37 Member States improved regulatory frameworks for social dialogue and labour relations, reinforcing labour dispute prevention and resolution institutions.
- ▶ In 2022, the ILO published its *Social Dialogue Report 2022: Collective bargaining for an inclusive, sustainable and resilient recovery*. This first flagship report on social dialogue focuses on the role of collective bargaining in promoting inclusive, sustainable and resilient recovery and highlights the need for democratic principles and rights that give employers and workers a voice in workplace governance as a prerequisite for social justice and decent work.

The existence of strong, democratic, independent and representative employers' and workers' organizations is a prerequisite for social justice. Effective, accountable, inclusive, and adequately resourced labour administrations, as well as robust social dialogue institutions and processes, are also essential for this goal. These institutions, working collectively, improve labour market governance, policy coherence and working conditions; promote the adoption of and respect for fundamental principles and rights at work; and create the necessary enabling environment for businesses.

The lessons learned from the COVID-19 crisis continued to influence the ILO's cooperation activities in this area. Leveraging technology, embracing digitalization and adopting data-driven transformation remained top priorities for social partner organizations and labour administrations. These improvements enabled EBMOs and workers' organizations to broaden their membership, gather insights for advocacy, improve efficiency in service delivery and bolster the effectiveness of labour inspectorates to promote compliance. In crisis situations caused by conflicts and natural disasters, the ILO increased its support to mitigate the adverse impact of such crises on freedom of association, the institutional capacity of tripartite constituents and social dialogue (box 9).

During the biennium, labour relations institutions, laws and processes were strengthened. This enabled EBMOs, workers' organizations and labour administrations to come together and engage effectively in all forms of social dialogue, including collective bargaining, and improved the management of economic, social and environmental transformations and transitions.

► Box 9. Ukraine: Initiatives of the tripartite constituents to respond to the crisis

At the start of 2022, with support from the ILO and other international organizations, EBMOs and workers' organizations, the Ukraine labour administration developed new services and specific initiatives to alleviate the catastrophic effects of the war on enterprises and workers, while increasing resilience and laying the groundwork for reconstruction.

- The Federation of Employers of Ukraine engaged 25 companies for the manufacturing of essential products for humanitarian aid that reached more than 25,000 people in need. This safeguarded production and jobs, and several EBMOs developed services and guidance on business continuity, trade regulations and inclusion of people with disabilities, benefiting more than 1,200 enterprises.
- The Federation of Trade Unions of Ukraine ensured transportation, shelter, food, water and sanitary provisions to internally displaced persons, developed information campaigns on short-term employment opportunities and supported unions and workers in the most affected sectors and industries.
- In view of the risks generated by massive population displacements, the State Employment Service of Ukraine launched a public awareness-raising campaign on human trafficking and forced labour that reached more than 4 million people. Another information campaign focused on undeclared work which led to the registration of about 600,000 workers and their access to social security.

Performance in relation to the 2022–23 targets and commitments

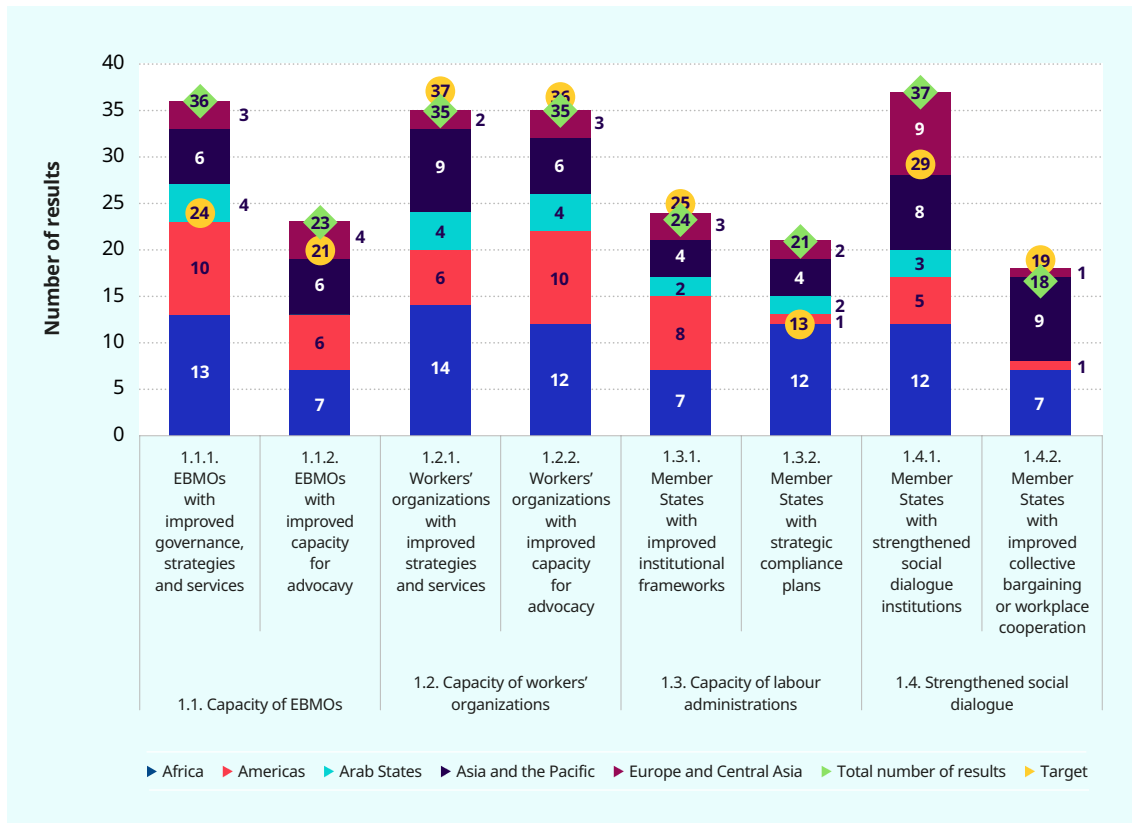
Overall, the ILO contributed to the achievement of 229 results across the four outputs included in this outcome, exceeding the accumulated target set for the biennium by 12 per cent. The target was met or exceeded in five of the eight output indicators included in the Programme and Budget, and almost met in the other three (figure 22).²²

The ILO's support to strengthen EBMO capacity led to institutional reforms in 36 Member States that resulted in increased revenue, an expanded membership base and enhanced organizational resilience. EBMOs in these countries adopted new strategies to recover from membership losses experienced during the pandemic while simultaneously expanding their representation, implementing data-driven approaches, digitalizing their operations, and diversifying services, which included leveraging digital platforms. For example, the ILO in collaboration with the Turin Centre, implemented a capacity-building initiative to expand the membership of EBMOs in Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, leading to the successful integration of companies with participating organizations in these countries. The Fiji Commerce and Employers Federation and the Vanuatu Chamber of Commerce and Industry adopted an approach to harness data as a strategic asset in their research strategy. To support digitalization and data proficiency, the ILO made available a management software for EBMOs to gather information about their members' needs, published specific reports for [Latin America](#) and for the [Caribbean](#) and developed regional conferences and capacity-building activities, including in partnership with the International Organisation of Employers (IOE).

In 21 countries, EBMOs actively engaged in policy advocacy aimed at addressing the economic and social challenges in the aftermath of the COVID-19 crisis and to support a sustainable and resilient recovery. These EBMOs developed policy positions centred on creating a conducive business environment, particularly for small and medium-sized enterprises (SMEs), harnessing skills for the future, addressing

²² Results in this area represent a contribution to the *Revised plan of action on social dialogue and tripartism for the period 2019–23 to give effect to the conclusions adopted by the International Labour Conference in June 2018*, as endorsed by the Governing Body ([GB.335/INS/3\(Rev.\)](#)).

► Figure 22. Outcome 1: Results achieved by output indicator and region



climate change, facilitating business transitions toward renewable energy solutions and tackling issues such as remote work arrangements. During this biennium, the ILO developed 13 global and regional products, including on [productivity in the Arab States](#), on the [changing workplace in Africa](#), on the role of the private sector in addressing climate change and on labour migration, as well as on how businesses can leverage diversity and inclusion as factors contributing to resilience.

Anti-union attitudes and restrictions to freedom of association continued to hamper workers' organizations in many countries. The ILO stepped up its assistance to promote coordinated action through joint trade union platforms and to strengthen the institutional capacity of workers' organizations in all regions, contributing to results in 35 Member States. These results include the expansion of outreach to previously unorganized workers, particularly informal and platform workers, the set-up of new organizations and the development of new services, including through digital tools and increased online media presence. In Ghana, the Trades Union Congress increased membership by 12 per cent and established a service for young women to report and receive counselling and support on issues related to violence and harassment. Digital grievance systems were put in place in Indonesia, Mongolia and the Philippines, and apps were developed to report labour right violations in the Republic of Moldova and to facilitate formalization in Kyrgyzstan. The General Federation of Bahrain Trade Unions supported one of its affiliates to organize 800 migrant workers, allowing them to get a salary increase. This is an important breakthrough as the unionization of migrant workers is banned in many countries of the Arab States region.

In 35 Member States, workers' organizations produced proposals that were considered in collective bargaining and social dialogue mechanisms for policymaking (box 10). Proposals focused on the promotion of fundamental principles and rights at work, notably OSH, domestic work, formalization, migration and the platform economy, among other priority issues. Workers' organizations in Cambodia

and the Philippines advocated for reforms related to freedom of association requested by the ILO supervisory bodies. In Myanmar, unions coordinated efforts to provide information on violations of freedom of association and forced labour to the Commission of Inquiry set up by the ILO. The ILO continued supporting workers' organizations to engage with the UN country teams, leading to the presentation and discussion of proposals for inclusion in the UNSDCFs in Argentina, Botswana, Nigeria, the Philippines, Tunisia, Uganda and Viet Nam. To support the strengthening of workers' organizations, the ILO expanded its global resource packages on [trade unions as actors of change](#), social protection, social dialogue, and UN engagement, and developed global guidance on digitalization.

► Box 10. A bipartite agreement to stop gender-based violence in the Caribbean

In the framework of the [UN Spotlight Initiative](#) to eliminate violence against women and girls, the National Trade Union Centre (NATUC) and the Employers' Consultative Association (ECA) of Trinidad and Tobago developed and adopted a model workplace policy on gender-based violence, intimate partner violence and sexual harassment, which was implemented across the country. This experience inspired a joint policy position to address gender-based violence at the workplace adopted by the Caribbean Congress of Labour (CCL) and the Caribbean Employers' Confederation (CEC), which serves as guidance for other Caribbean Member States.

To enhance the effectiveness of **labour administrations**, in particular labour inspection systems, the ILO supported Member States in undertaking policy and legal reforms of their mandates, structures, resources, strategies and working methods. In 24 Member States, the ILO contributed to the reform of legal and regulatory frameworks, to the expanded collaboration with other authorities and social partners, and the modernization of systems and processes through information and communication technologies. This included, for example, the lifting of restrictions on labour inspectors adopted during the COVID-19 pandemic in Armenia, Georgia and the Republic of Moldova, or the adoption of electronic case management systems, and the automation of procedures in the Dominican Republic, Fiji, Guatemala and Viet Nam.

Strategic compliance plans were adopted or revised in 21 countries, improving the capacity of labour inspection systems to effectively discharge their duties to prevent occupational accidents and diseases, promote formalization, ensure payment of wage arrears and social contributions, and ensure respect for fundamental principles and rights at work. In Madagascar, for example, with support from the ILO's Safety + Health for All flagship programme, the Ministry of Labour adopted a strategic plan for the labour inspectorate to tackle informality, child labour, OSH challenges, COVID-19 and HIV/AIDS issues. The ILO's cooperation in this area was based on the first global ILO guidelines on [general principles of labour inspection](#) adopted by the Governing Body in March 2022. The ILO also developed new knowledge products focused on labour inspection statistics and strengthened the capacity of labour inspectors to effectively address a diversity of labour rights through courses and academies, in collaboration with the Turin Centre, based on a [new ILO curriculum](#). The ILO also strengthened labour inspectors' networks in Eastern Europe and established an interregional platform for Latin American countries, Portugal and Spain.

The ILO supported countries in strengthening **social dialogue** institutions and mechanisms, including dispute resolution systems in 37 Member States. These efforts included contributing to improvements in collective bargaining in 11 countries and supporting workplace cooperation in 10 Member States. Comoros, for example, created a national tripartite committee to promote just transitions in the green and blue economies, and the United Republic of Tanzania made significant progress in the implementation of the national road map to improve collective bargaining and social dialogue (box 11).

The ILO deployed innovative knowledge products and tools to underpin its policy advice and capacity-building at country level and globally, including an ILO [repository of knowledge](#) on cross-border social dialogue, a [diagnostic tool](#) for self-assessing the effectiveness of labour dispute prevention and resolution,

► **Box 11. Collective bargaining and dispute resolution in the United Republic of Tanzania**

The United Republic of Tanzania made significant progress in improving collective bargaining, social dialogue and dispute resolution to better respond to emerging challenges in the world of work. Capacity-building provided by the ILO and the UNDP resulted in the adoption of 42 collective agreements (6 in Zanzibar and 36 on the United Republic of Tanzania mainland), and protecting working conditions and terms of employment, including wages. In addition, the Labour Advisory Board, the Dispute Handling Unit and the Tripartite Committee on Dispute Resolution in Zanzibar were reformed to better execute their mandate on improving labour relations.

and a [self-assessment method](#) for social dialogue institutions, which was applied during the biennium in Armenia, Bangladesh, Chad, North Macedonia, Senegal and Zanzibar (United Republic of Tanzania). The ILO databases of legal information on the regulation of temporary contracts and employment termination, [EPLex](#), and of industrial relations data ([IRData](#)), were expanded. Representatives of 30 countries adopted a declaration on the role of social dialogue to combat inequalities after an international conference co-organized by the ILO and the International Association of Economic and Social Councils and Similar Institutions (AICESIS) in 2023. The ILO, in cooperation with the Turin Centre, organized new online editions of the Academy on Industrial Relations and Social Dialogue and the Labour e-Law Academy, and launched digital e-learning versions of the Grievance Mechanisms Workplace Cooperation modules.

Budget and expenditure

Total expenditure in outcome 1 during 2022–23 was US\$162 million, 68 per cent from the ILO regular budget, 30 per cent from extrabudgetary development cooperation contributions and 2 per cent from the RBSA. This amount exceeded the strategic budget for the biennium by 24 per cent.

Top five development partners for outcome 1
(total budget in 2022–23)

► United States	US\$14.1 million
► Multi donor	US\$9.2 million
► Private sector	US\$8.0 million
► European Union	US\$7.7 million
► Japan	US\$4.1 million

► **Table 7. Outcome 1: Strategic budget and expenditure**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	109.9	110.6
Extrabudgetary development cooperation	20.8	48.3
Regular Budget Supplementary Account	n/a	3.1
Total	130.7	162

Of the total expenditure in 2022–23, 47 per cent relates to strengthening the institutional capacities of social partner organizations (outputs 1.1 and 1.2). These resources came mainly from the ILO regular budget (93 per cent).

There was also a very significant allocation from the RBSA towards these outputs (about US\$2 million), which contributed to results achieved by 8 EBMOs and 14 workers' organizations.

Outcome 2. International labour standards and authoritative and effective supervision

► Highlights

- Ninety-seven ratifications of Conventions and Protocols were registered during the biennium, 26 of which were in respect of Convention No. 190.
- Three representations of non-observance of ratified Conventions were resolved through optional voluntary conciliation at the national level.
- One Commission of Inquiry under article 26 of the ILO Constitution completed its examination of violations of Conventions Nos 87 and 29 in Myanmar and released its report.
- Facilitated by a significant increase in the timely reception of reports, the CEACR examined more than 3,700 comments related to the application of international labour standards, while the Committee on the Application of Standards of the International Labour Conference (CAS) and the Committee on Freedom of Association (CFA) reviewed 46 and 161 cases, respectively.
- UN Sustainable Development Cooperation Frameworks (UNSDCFs) and DWCPs were developed in 11 Member States to support the application of international labour standards, including by addressing comments made by ILO supervisory bodies.

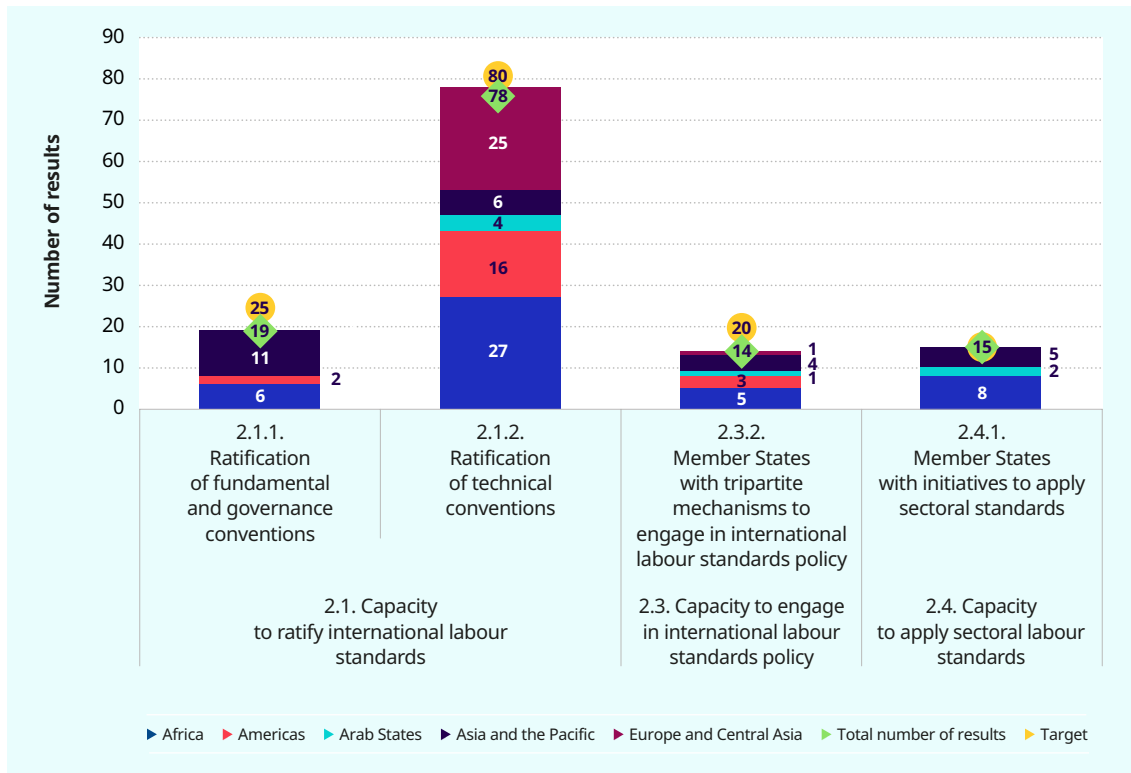
The establishment, promotion, ratification and supervision of the application of international labour standards remained at the centre of the ILO's programme during the biennium, influencing results achieved under all the policy outcomes. The Organization continued reinforcing and modernizing its normative work and body of standards. The authoritative and effective supervision of international labour standards was reinforced by the timely submission of reports and the increased engagement of tripartite constituents in the conciliation of disputes in many countries.

International labour standards are essential to promote policy and normative coherence for social justice and sustainable development at country level. The ILO reinforced interactions with UN entities, independent bodies in charge of monitoring the application of UN treaties and other international organizations to foster the recognition of labour standards as human rights and to disseminate the comments of its supervisory bodies.

Performance in relation to the 2022–23 targets and commitments

The ILO provided support to Member States to increase their capacity to: (i) ratify and implement international labour standards; (ii) develop effective tripartite mechanisms to engage in normative work; and (iii) implement sectoral labour standards and tools. During the biennium, 51 Member States registered 97 ratifications (see Appendix I), 14 countries established or reinforced tripartite consultation mechanisms focusing on labour standards, and constituents in 15 countries developed measures to apply sectoral standards (figure 23). In addition, the Governing Body noted with satisfaction that 41 cases of progress in the application of standards and 20 per cent of the UNSDCFs or DWCPs adopted during the biennium addressed relevant standards-related issues, including comments from the supervisory bodies.

► **Figure 23. Results achieved under outcome 2, by region**



Notes: ¹ The two indicators of output 2.2 and one of the indicators of output 2.3 have different units of measure and therefore are not included in the figure. ² As the Programme and Budget and its targets were developed and approved before the inclusion of a safe and healthy working environment as a fundamental principle and right at work, the ratifications of Conventions Nos 155 and 187 are considered under indicator 2.1.2 (technical Conventions).

The ILO provided support to its constituents to advance ratification through various means, including gap analyses of national laws and practices, tripartite consultations, exchanges of information and experiences and advice on policy and normative action. Development cooperation played an important role in many countries (box 12). The total number of ratifications registered during the biennium, however, did not reach the target set in the Programme and Budget, especially because of the lower-than-expected

► **Box 12. Ratification and effective application of international labour standards supported by technical cooperation**

In June 2023, Madagascar ratified four ILO Conventions: the MLC, 2006, and Conventions Nos 155, 187 and 161. The ratification of the three OSH Conventions was facilitated by technical assistance provided by the [Vision Zero Fund](#), part of the ILO Safety + and Health for All flagship programme, and the [Trade for Decent Work](#) project. The Vision Zero Fund strengthened the capacity of the OSH Task Force established in 2018 to stimulate a more proactive and comprehensive approach to labour inspection. The Trade for Decent Work project, concerned with improving the application of the ILO fundamental Conventions in EU trading partner countries through improved labour relations and working conditions, strengthened compliance by formalizing production units in the textile industry. Insights gained into the value of strategic compliance led to the development of a long-term, multi-sector labour inspection plan and related intervention tools, and helped the country in clearing a sizeable backlog of reports on ratified Conventions in 2022.

number of ratifications of technical Conventions in Asia and the Pacific, where the focus has been on fundamental Conventions and the completion of pre-ratification processes which had been delayed by the pandemic.

By category, the largest number of ratifications were recorded in the category of technical Conventions (67), followed by fundamental Conventions (24) and governance Conventions (6).

- In relation to the technical Conventions, a Governing Body-endorsed strategy resulted in a high number of ratifications of Convention No. 190. Ratification of other Conventions such as the MLC, 2006, and the Social Security (Minimum Standards) Convention, 1952 (No. 102), drew momentum from robust tripartite endorsement through the Standards Review Mechanism.
- The most widely ratified fundamental instrument remained the Protocol of 2014 to the Forced Labour Convention, 1930, albeit at a much lower level than in the previous biennium. With one ratification during the biennium, Convention No. 87 remains the least widely ratified fundamental instrument, leaving more than half of the global labour force deprived of the protection offered by this Convention.
- Only four Member States ratified governance Conventions during the biennium. Three of the six ratifications recorded during the biennium in this category relate to the Labour Inspection (Agriculture) Convention, 1969 (No. 129).

In relation to the **application of international labour standards**, the ILO reviewed legislation, established arrangements for voluntary conciliation and facilitated the work of supervisory bodies. In 2022, the Committee of Experts noted progress in a sizeable number of cases, including 34 cases in which fuller compliance was achieved and 229 cases in which further progress may reasonably be expected.

Overall, UNSDCFs and DWCPs developed in 11 countries in 2022 and 2023 contain explicit references to comments of the ILO supervisory bodies. The 2023–27 UNSDCF for Pakistan, for example, emphasizes the need to improve the application of international labour standards based on the comments of the ILO supervisory bodies. The 2022–26 UNSDCF for Ecuador highlights the decent work deficits resulting from violations of labour rights regarding specific CEACR comments and CAS discussions, and proposes solutions based on social dialogue. The ILO contributed to these results through capacity-building activities provided jointly with the Turin Centre, the preparation of national normative reports, as well as tailored support to field staff and two self-evaluation checklists developed with other UN entities for UN Resident Coordinators and other stakeholders.

To increase the **capacity of Member States to engage in normative action**, the ILO continued strengthening the capacity of constituents to fulfil their reporting obligations and promoting tripartite consultations on international labour standards.

In 2022–23, the timely submission of reports to the CEACR increased by 25 per cent in comparison with 2020–21. While this can be partially explained by the drop in 2020 reporting rates due to the COVID-19 pandemic, reporting rates recovered fully by 2021 and have been consistently higher than the pre-pandemic average. Though this development concerns all regions, it reflects a significant increase in reports received in a timely manner from African countries, where the ILO increased capacity-building activities and placed the issue on the agenda of subregional conferences to raise awareness about the importance of reporting. The holding, since 2021, of the International Labour Standards Academy in the regions instead of globally, has expanded its reach and impact. During the biennium, the Academy trained some 150 constituents and legal professionals from Asia and the Pacific as well as Europe and Central Asia.

Tripartite engagement on subjects related to international labour standards and dialogue on normative strategies were reinforced in 14 countries. This included the establishment of tripartite committees that met for the first time (Bangladesh and Nepal) and the reinforcement of pre-existing structures (Côte d’Ivoire and Pakistan). In some cases, tripartite engagement was strengthened in the framework of technical assistance provided as a follow-up to conclusions of the Committee on the Application of Standards (Iraq and Kazakhstan). In Latin America, the focus was placed on dispute resolution over matters brought to the attention of ILO supervisory bodies. Based on this experience, in 2024–25, the

ILO will develop wide-ranging global and regional activities to proactively promote tripartite engagement on international labour standards policy, including through South–South cooperation in Asia and strengthening technical capacity for dispute resolution in Latin America.

As a result of the emphasis placed on dispute resolution, the Governing Body introduced the possibility of optional and voluntary conciliation with Office support within the framework of representation procedures under article 24 of the ILO Constitution. This step resulted in successful conciliation and the closing of the representation procedures in Slovenia, South Africa (box 13) and Uruguay. In November 2023, the Governing Body decided to make optional voluntary conciliation a permanent feature of the article 24 representation procedure with some adjustments to the time frame.

▶ Box 13. Optional voluntary conciliation to resolve disputes in South Africa

In 2021, the Solidarity Trade Union filed a representation under article 24 of the ILO Constitution alleging South Africa's new Black Economic Empowerment and Transformation laws did not observe the Discrimination (Employment and Occupation) Convention, 1958 (No. 111). In accordance with new rules adopted by the Governing Body in 2018, the parties were advised of the option to pursue voluntary conciliation with ILO assistance. In June 2023, the parties reached a voluntary settlement on the terms of new diversity and transformation legislation, requiring employers to prepare employment equity plans aligned with the targets for the employment of black people under the broad-based black economic empowerment codes of good practice. Voluntary conciliation with Office assistance is proving its added value as a platform for engagement and related capacity-building in respect of international labour standards.

With ILO support, 15 Member States applied **sectoral labour standards, codes of practice and guidelines** in a variety of sectors, including health, education, manufacturing, construction, fishing, maritime, agriculture, food production, tourism, energy, and arts and entertainment. Successful examples include:

- ▶ the implementation of the [ILO–WHO HealthWise methodology](#) to improve OSH in health facilities in Pakistan and South Africa;
- ▶ the increased capacity of tripartite constituents to promote and ensure compliance in the electronics sector in Viet Nam;
- ▶ the development of standardized employment contracts for workers in the fishing sector in Namibia, including improvements in OSH;
- ▶ the establishment of a tripartite OSH committee and progress in unionization in the ship recycling sector in India;
- ▶ the adoption of new legislation compliant with the MLC, 2006, in the Maldives; and
- ▶ the development of an awareness-raising campaign on the risks of migration for young football players to Côte d'Ivoire.

During the biennium, the ILO organized eight sectoral technical meetings, three meetings of experts, and three regional meetings on agriculture, arts and entertainment, civil aviation, construction, inland waterways, hotels, catering and tourism, fisheries, shipping, oil and gas, public service, retail, education, mining, and railways. Participants, 1,235 in total, included tripartite constituents and observers. The ILO also adopted three new sectoral tools for the [agri-food](#), [maritime](#) and [construction](#) sectors.

Budget and expenditure

The total expenditure on outcome 2 during 2022–23 was US\$83.4 million. Extrabudgetary expenditure was higher than anticipated due to increased interest in the promotion of standards in the framework of global trade and investment agreements and the social safeguard policies of international financial institutions. RBSA funds contributed to specific results in this area in five Member States.

Top five development partners for outcome 2 (total budget in 2022–23)	
► European Union	US\$9.0 million
► Qatar	US\$7.6 million
► United States	US\$4.0 million
► Japan	US\$1.6 million
► Finland	US\$1.2 million

► **Table 8. Outcome 2: Strategic budget and expenditure**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	61.2	62.3
Extrabudgetary development cooperation	15.6	20.1
Regular Budget Supplementary Account	n/a	1.0
Total	76.8	83.4

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

► Highlights

- Thirty-nine Member States developed comprehensive employment policy frameworks, implemented through national employment policies and youth employment and formalization strategies, which contributed to labour market recovery and addressed longer-term employment challenges.
- Public employment services and active labour market programmes in 21 countries increased their capacity and reach to assist workers and jobseekers. In Colombia, district employment agencies were able to increase placement from 2,000 people in 2020 to around 75,000 people in 2023.
- The ILO supported constituents in developing comprehensive just transition policies in ten Member States, encompassing jobs, skills and financing, and focusing on areas such as the blue economy, renewable energies, cacao production, sustainable tourism, the circular economy and the bioeconomy.
- Employment-intensive investment programmes implemented in 30 countries have been instrumental in maintaining livelihoods and enhancing skills of thousands of workers, especially in rural areas and in post-crisis situations. Overall, these programmes generated more than half a million workdays, benefiting about 22,000 people, including internally displaced persons, refugees and rural workers.

Against a backdrop of global economic slowdown and sluggish employment growth, the ILO supported governments and social partners to enhance the effectiveness and coordination of their economic development and social policies, as well as national programmes aimed at creating decent employment and promoting just transitions. In many countries, the ILO's contribution focused on employment recovery in the post-COVID-19 period, considering the effects of the cost-of-living and energy crises on the labour markets. An integrated approach was used to maximize the employment impact of macroeconomic and sectoral policies.

To promote evidence-based policymaking, the ILO, with the support of development partners such as the European Commission, developed 36 impact assessments of investment programmes and employment diagnostic studies covering 26 Member States. The ILO also promoted social dialogue and tripartite consultations to increase the quality, impact and legitimacy of the policy measures adopted, and strengthened knowledge-sharing platforms and capacity-building initiatives.

The ILO also reinforced global, regional and country-specific partnerships and alliances including, for example, with: (i) the African Union and the [SADC](#) on the adoption of a pro-employment approach to the development of macroeconomic and sectoral policies; (ii) with [IFAD and CARE to promote decent work across food systems](#); and (iii) with the European Union on [mainstreaming employment in trade and investment policies in the Middle East and North Africa](#) and on youth employment guarantees in the Western Balkans. The ILO also continued its active engagement in multi-stakeholder initiatives, often leading a working group or hosting the Secretariat, such as the [Climate Action for Jobs Initiative](#), and the [Global Initiative on Decent Jobs for Youth](#).

Throughout the biennium, the ILO ensured close coordination between its engagement in global and regional policy dialogue and country delivery. The [Global Accelerator on Jobs and Social Protection for Just Transitions](#), for example, both reflects the ILO's strategy to promote full, productive and freely chosen employment and contributes directly to providing policy advice in pathfinder countries. The ILO's work in relation to the Global Accelerator also contributed to leveraging partnerships with international financial institutions, development banks and other UN entities, including the Food and Agriculture Organization of the United Nations (FAO), UNDP, UNICEF, UN Women and the World Food Programme (WFP).

Performance in relation to the 2022–23 targets and commitments

During the biennium, the ILO provided focused support to strengthen Member States' capacity to formulate and implement national employment policies, develop decent work measures in rural areas, promote just transitions to environmental sustainability, contribute to peace and resilience through decent work and develop more effective and efficient employment services and programmes. Overall, the ILO contributed to 127 results under this outcome, slightly below the target set for the biennium (132). The target was exceeded in three of the seven output indicators. Results were significantly below target in relation to the adoption of national employment policies, youth programmes and integrated formalization strategies (figure 24). This was mostly due to delays in the policymaking process in some countries generated by sociopolitical instability and by the lingering effects of the COVID-19 crisis. Many countries in Africa and Asia prioritized the strengthening of policy monitoring and evaluation systems and decided to undertake formal reviews of existing policies as a prerequisite to future policy development.

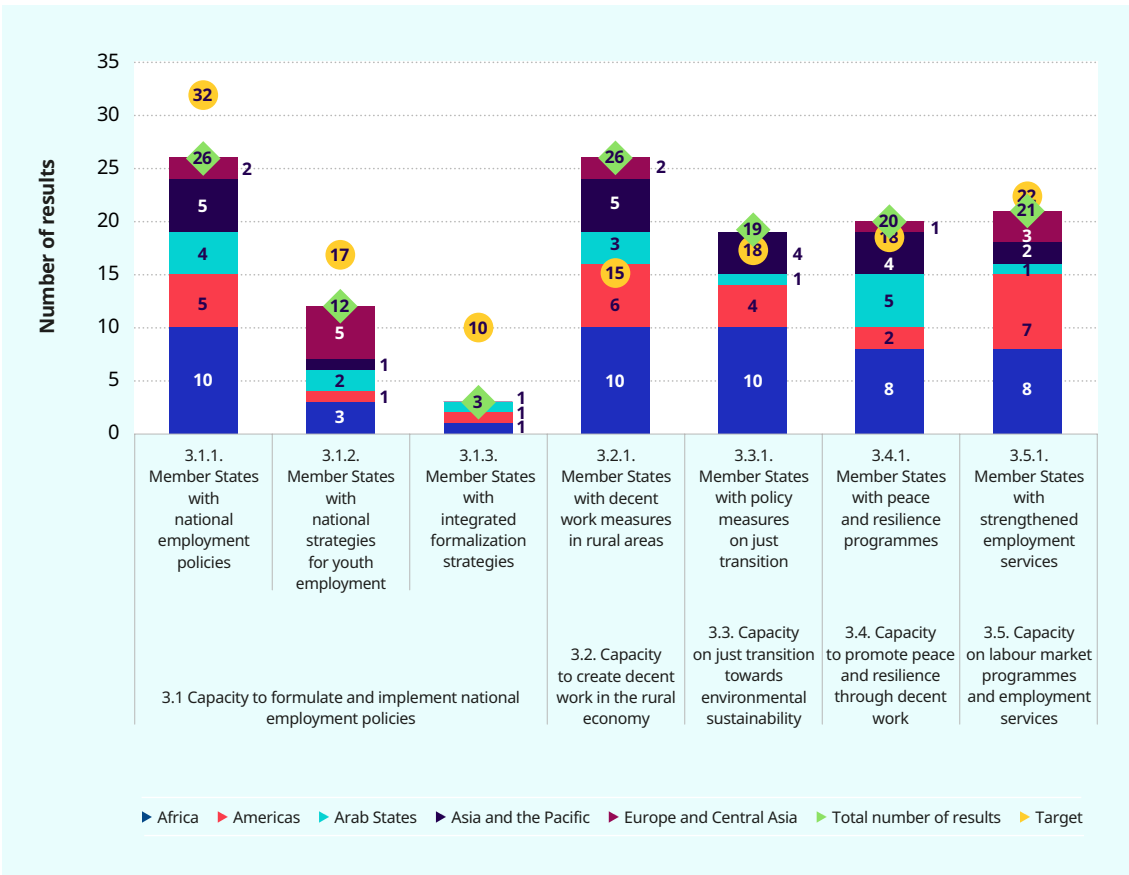
In response to constituent requests, the ILO contributed to the **formulation and implementation of gender-responsive national employment policies** based on robust diagnostics and assessments, focusing on the promotion of an inclusive and sustainable employment recovery, particularly for women, youth and informal workers. This led to: (i) the development of evidence-based comprehensive employment policies in 26 countries (box 14); (ii) the formulation and implementation of youth employment programmes in 12 Member States, including youth guarantees in the Western Balkans; and (iii) the adoption of integrated strategies for formalization in three countries.

► Box 14. A national public policy for employment in Paraguay

On 3 May 2022, the President of the Republic of Paraguay signed a decree to elevate the National Employment Plan to the rank of national public policy, mandating all government institutions to orient their policies and programmes towards economic reactivation and growth, stimulation of demand, workforce reconversion, enhancement of skills and competencies, labour intermediation and institutional strengthening. The policy is implemented through an operational plan validated by the tripartite constituents that includes a monitoring system. To ensure the effective implementation of the employment policy in the long term, the Government ratified its commitment to become a “pathfinder” country of the Global Accelerator on Jobs and Social Protection for Just Transitions at the Forum of Latin American and Caribbean Countries on Sustainable Development (April 2023).

In 2023, the ILO launched the [Employment Policy Action Facility](#), a knowledge-sharing and technical assistance platform with guidance and tools on employment policy design, financing and diagnostics. It also developed global knowledge products, including: (i) the [Global Employment Trends for Youth 2022](#); (ii) the [Global Employment Policy Review 2023](#); and (iii) the [Guidelines for employment diagnostics in times of continuous change](#). Furthermore, the ILO significantly strengthened its expertise and constituent support in developing employment policies adapted to opportunities in the green, digital and care economies.

► **Figure 24. Results achieved under outcome 3, by output indicator and region**



Within the framework of the ILO's Youth Employment Action Plan 2020–30, which was reviewed by the Governing Body in November 2023, the ILO reinforced the [Global Initiative on Decent Jobs for Youth](#). With the Turin Centre, the ILO delivered a comprehensive capacitybuilding programme on employment policies and the informal economy, reaching 1,118 participants through global and regional courses.

Building on the work undertaken in previous biennia, the ILO contributed to **decent work in the rural economy** with a focus on the agri-food sector, fishing and aquaculture, forestry and tourism. This resulted in the adoption of specific measures in 26 countries. Employment-intensive programmes in rural areas of Cameroon, Madagascar, Mozambique, Sao Tome and Principe and South Africa contributed to job-rich recovery and growth. The local government of Huila, in Colombia, adopted a gender-responsive sectoral agreement to promote decent work and boost competitiveness in the coffee sector with a focus on formalization and OSH in the supply chain. In Indonesia and Malaysia, tripartite and bipartite social dialogue in the palm oil sector improved productivity and workers' rights.

ILO support in the rural economy was harnessed through strengthened collaboration with UN entities and through the mobilization of development cooperation resources, especially in Asia and Latin America. The ILO co-chairs the [Rural Youth Employment Working Group](#) of the [Global Donor Platform for Rural Development](#) and contributes to the G20 on rural tourism and agriculture. The ILO also adopted policy guidelines for the promotion of decent work in the agri-food sector and, together with FAO, published a document outlining the methodology for estimating the number of workers in forestry entitled [Contribution of the forest sector to total employment in national economies: Estimating the number of people employed in the forest sector](#).

Climate change continues to have far-reaching impacts for the world of work and commitment has increased to ensure a **just transition towards more sustainable economies and societies**, as called for by the [resolution of the 111th Session of the International Labour Conference](#) of 2023. This led to the adoption of specific measures in 19 Member States. The ILO provided technical assistance and convened tripartite consultations, for example, in Botswana, Côte d'Ivoire, Senegal and South Africa. Comoros adopted a tripartite action plan on the promotion of decent work in the blue economy and Mauritania developed a national action plan to join the Climate Action for Jobs initiative. Mexico designed a tripartite plan to boost green jobs and green entrepreneurship in specific sectors. Studies on employment creation potential and skills needs were carried out for: (i) the energy sector in Algeria; (ii) renewable energy and the circular economy in Argentina; (iii) the bioeconomy in Colombia; (iv) the cacao sector in Guatemala; (v) marine-based renewable energy in Mauritius; and (vi) the circular economy in the Seychelles. Indonesia evaluated the readiness of energy policies to facilitate the creation of green jobs and promote just transitions. At the global level, the ILO published [Greening TVET and skills development](#) and, together with the United Nations Environment Programme (UNEP), issued the report, [Decent Work in Nature-based Solutions 2022](#).

The ILO's work in promoting **peace and resilience through decent work**, guided by the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), contributed to results in 20 Member States, notably through the implementation of employment-intensive investment programmes, the promotion of entrepreneurship and the development of skills. The ILO contributed to national and local reconstruction and post-crisis development efforts in Afghanistan, Jordan, Madagascar, Mozambique, Myanmar, Pakistan, the Philippines, Somalia, Sri Lanka, the Syrian Arab Republic (box 15) and Türkiye, among other countries. The ILO published several working documents, including the guidebook [Gender equality and women's empowerment in the world of work in fragile, conflict and disaster settings](#), and developed training courses on public employment programmes, Recommendation No. 205, and on the role of employment and decent work to promote social cohesion in the humanitarian-development-peace nexus.

The ILO supported constituents to reinforce **employment services**, especially through digitalization and with a focus on matching supply and demand, which led to results in 21 Member States. Progress in public employment services led to improved employability and enhanced capacity to manage transitions for jobseekers and employers, therefore cushioning the negative shocks arising from crises. In most cases, the improved services and labour market policies directly benefited women, youth and the most

► Box 15. Early recovery through community resilience in the earthquake hit areas of the Syrian Arab Republic

After the earthquakes that hit Türkiye and the northern governorates of the Syrian Arab Republic on 6 February 2023, the ILO conducted a series of assessments to evaluate the needs of households and workers, the impact of the natural disaster on the labour market, cooperatives and entities of the social and solidarity economy, and its impact on child labour. From March to December, the ILO put into place an [emergency employment scheme in Aleppo](#) to remove debris and maintain roads, pavements and the sewage system in two neighbourhoods and to rehabilitate 50 classrooms in five schools, creating approximately 500 jobs in total. In addition, the ILO delivered equipment and training to strengthen the capacity of the Syrian Order of Architects and Engineers to assess the damage caused by the earthquake, and organized training of trainers on OSH for labour inspectors. In a context marked by instability, insecurity and uncertainty, these activities, funded by the ILO's regular budget, contributed to the early recovery of livelihoods and communities most affected by the earthquake and demonstrated the value of employment and decent work as key factors for peace and reconstruction.

vulnerable persons in the labour market. Results included increased capacity for career counselling in Türkiye, the implementation of an institutional improvement plan in the National Employment Service of Mexico and the development of a digital platform for jobseekers in Sao Tome and Principe.

In 2023, the ILO published its first-ever global report on [Public employment services and active labour market policies for transitions](#), emphasizing the importance of creating synergies between employment services and social protection policies and systems. The global report [Technology adoption in public employment services](#) provides guidance on preparing these institutions for the future of work considering the evolution of, for example, artificial intelligence. The ILO also organized several training courses at regional and country levels and strengthened its collaboration with the World Association of Public Employment Services, the French Public Employment Service (Pôle emploi), the World Employment Confederation and the European Network of Public Employment Services.

Budget and expenditure

Total expenditure in outcome 3 during 2022–23 was US\$238.8 million, 32 per cent from the ILO regular budget, 66 per cent from extrabudgetary development cooperation contributions and 2 per cent from the RBSA. These amounts exceed the strategic budget for the biennium by 30 per cent, especially because of the mobilization of voluntary contributions and RBSA to support the formulation and implementation of national employment policies and to develop employment-intensive investment programmes in countries facing situations of fragility. The RBSA funds, in particular, contributed to 16 results in 13 Member States.

Top five development partners for outcome 3 (total budget in 2022–23)

► European Union	US\$47.7 million
► Germany	US\$39.4 million
► Netherlands	US\$16.5 million
► MPTF/UNDP	US\$15.4 million
► United States	US\$7.4 million

► **Table 9. Outcome 3: Strategic budget and expenditure**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	75.0	75.8
Extrabudgetary development cooperation	109.2	158.2
Regular Budget Supplementary Account	n/a	4.8
Total	184.2	238.8

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

► Highlights

- Nineteen Member States established policies, strategies and action plans that strengthened the enabling environment for sustainable enterprises in 21 policy areas, including formalization, cooperatives and the social and solidarity economy, access to inclusive and digital finance, social dialogue, the agro-pastoral sector and the blue economy.
- An estimated 2.8 million potential and existing entrepreneurs benefited from [Start and Improve Your Business training](#) and another 1.6 million people in low-income households, small farms and micro and small enterprises were supported to access financial services, allowing them to improve their entrepreneurship capacities and their overall enterprise performance.
- The ILO's [Sustaining Competitive and Responsible Enterprises \(SCORE\)](#) Programme trained 27,021 workers and managers from 1,418 enterprises in 32 countries, of whom 42 per cent were women. As a result, 65 per cent of the beneficiary enterprises reported an increase in productivity.
- More than 900,000 entities consulted the ILO Helpdesk for Business on International Labour Standards to support their efforts aligning business practices with decent work approaches.
- In June 2022, the International Labour Conference adopted a [resolution concerning decent work and the social and solidarity economy](#).

Promoting enterprises is essential for preserving jobs and incomes, addressing inequalities, and achieving social justice. To enhance the role of enterprises in responding to crises and advancing sustainable recovery, it is crucial to develop a supportive policy and institutional environment that prioritizes business resilience, productivity and decent work. The ILO's support to its constituents, both at the country level and globally, is grounded in the principle that enterprises, particularly MSMEs, can thrive only when there is a conducive environment and a supportive ecosystem to bridge productivity gaps, address decent work challenges, and ensure businesses can operate even in disrupted markets (box 16).

During the biennium, the ILO assisted Member States in undertaking gender-responsive policy reforms, improving public and private support structures, enhancing business and financial services for smaller firms (including digitalization), improving production and market infrastructure, and implementing intervention models to boost productivity and decent work. Emphasis was placed on formalization and the social and solidarity economy.

► Box 16. Addressing productivity and decent work challenges systemically

As part of the launch phase of the pilot programme, [Productivity Ecosystems for Decent Work](#), systemic sector analyses were conducted in Ghana, South Africa and Viet Nam to understand the dynamics and root causes of productivity and decent work deficits. These analyses also identified opportunities for positive change with key actors. For example, in Ghana's shea butter sector, one of the primary constraints identified was poor OSH practices at the enterprise level. In response, the ILO provided support to the Government in developing a national OSH policy, preparing an action plan for OSH training in enterprises and for workers, and developing OSH plans at the enterprise level. This resulted in improvements in factories based on sectoral analyses. The Office of the Prime Minister of Viet Nam adopted a decision to implement a new National Programme on Labour Productivity until 2030. In global policy fora, the Productivity Ecosystem for Decent Work was incorporated into the G20 policy recommendations, and the [BRICS Ministerial Declaration](#) called for a Productivity Ecosystem for Decent Work platform.

The ILO's increased collaboration with the OECD, the Office of the UN High Commissioner for Human Rights (OHCHR), UNDP, UNICEF, UN Women, and the UN Global Compact on responsible business conduct and the business and human rights agenda. This resulted in improved policy coherence in promoting practices and foreign direct investment contributing to the growth of sustainable enterprises as generators of productive employment and decent work. The ILO's partnership with the United Nations Conference on Trade and Development (UNCTAD) and the World Association of Investment Promotion Agencies (WAIPA) on responsible business conduct and the promotion of the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy ([MNE Declaration](#)) resulted in the ILO becoming a member of the [World Investment for Development Alliance](#). This further led to an increase in the number of investment promotion agencies seeking assistance in realizing the decent work potential of foreign direct investment.

Performance in relation to the 2022–23 targets and commitments

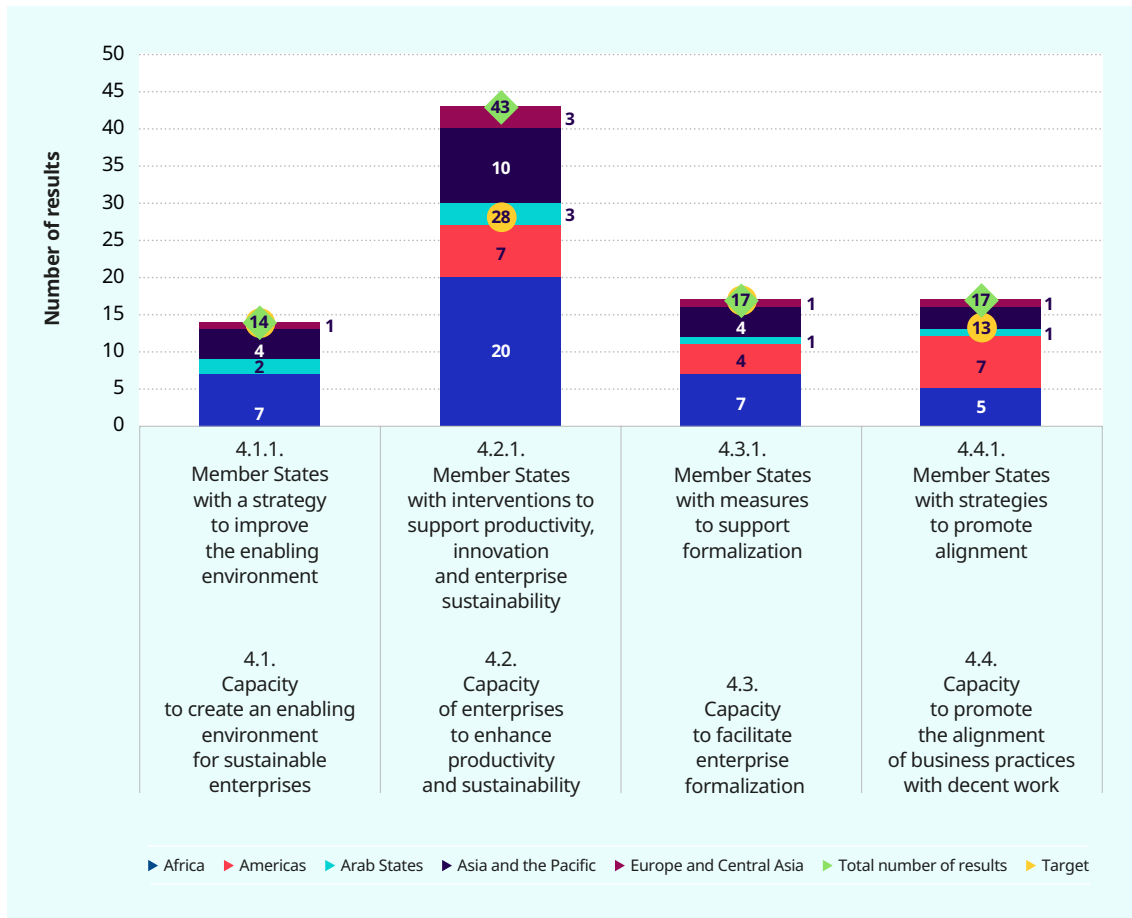
The ILO provided support to Member States in four major areas of work: (i) promoting an enabling environment for sustainable enterprises; (ii) enhancing productivity and sustainability at the enterprise level; (iii) formalizing economic units; and (iv) aligning business practices with the decent work and human rights agendas. Overall, the ILO contributed to the achievement of 91 results, surpassing the Programme and Budget target by 26 per cent. The target was achieved or exceeded in all four output indicators (figure 25).

Strategies and action plans to improve the **enabling environment for entrepreneurship and sustainable enterprises** were adopted in 14 Member States. Constituents implemented policy and institutional measures based on ILO-supported assessments of the enabling environment. These measures included the establishment of social dialogue mechanisms to promote sustainable enterprises and road maps for promoting inclusive insurance for more resilience against climate shocks in the blue economy in Comoros. In Georgia, constituents finalized an action plan and piloted a new toolkit to create a more conducive environment for SME financing.

The ILO developed guidelines for legislation on the social and solidarity economy and contributed to the preparation of the African Union's ten-year strategy in this area. Support was provided in Jordan and the Occupied Palestinian Territory to implement cooperative development policies adopted with ILO support in the 2020–21 biennium. In Viet Nam, the ILO assisted in the revision of the Cooperative Law which was adopted by the National Assembly in 2023. The ILO also developed a framework to help

small firms in developing countries navigate crises and build resilience and conducted research on social innovation through the social and solidarity economy in Africa. At the global level, the ILO founded and co-chaired the [UN Inter-Agency Task Force on Social and Solidarity Economy](#) supporting the adoption of the UN General Assembly’s resolution [Promoting the social and solidarity economy for sustainable development](#) (April 2023).

► **Figure 25. Results achieved under outcome 4, by output indicator and region**



Capacity-building on enabling policies included a training course with the Turin Centre on economic diversification, industrial linkages, and local sourcing for foreign direct investment. The ILO also provided training on public procurement opportunities for small enterprises and on gender-sensitive business environment reforms for female-led MSMEs in the ASEAN region. ILO programmes for cooperatives, Think.Coop and Start.Coop, were adapted and used by constituents in a dozen countries. A training tool on OSH for cooperatives in agriculture was finalized and applied in the Arab States.

The ILO implemented specific measures to enhance the **productivity and sustainability of enterprises** in 43 Member States, utilizing a range of training and advisory interventions, many of which were geared towards green transitions. The ILO published a policy brief, [How MSMEs can contribute to and benefit from a just transition](#), and developed a new module for its SCORE programme, known as [SCORE4Climate](#), successfully piloted in the Plurinational State of Bolivia. This module focuses on optimizing performance through resource efficiency and circularity. In the framework of the [Systems Change Initiative](#) for productive employment funded by the Government of Sweden, the ILO and the International Trade Centre published a concept note on “Trade for Jobs”, a guide on cross-border value chains, and guidance

material on applying a green jobs approach to market systems development. Overall, value-chain-specific systems analyses were conducted in 40 countries.

The ILO also invested in helping non-digital entrepreneurs transition into the digital realm. Digital wage payments were actively promoted in Cambodia, Kenya, Indonesia, Mexico, Peru, and the Philippines. Based on research conducted in collaboration with the IOE, the Start and Improve Your Business (SIYB) training package was expanded with a new tool called [Digitalize your Business](#).

In Egypt, Ethiopia, Iraq, Kenya, Lebanon, Sudan, and Uganda, the ILO promoted the adoption of innovative financial mechanisms to channel public finance toward MSMEs and entities in the social and solidarity economy. These mechanisms also aimed to facilitate the access of internally displaced persons and refugees to the labour market.

The ILO contributed to measures aimed at enhancing the resilience of enterprises, including business interruption insurance in the Caribbean, public-private partnerships in Africa, and integrated risk management solutions in Asia. Motivated by lessons from the COVID-19 pandemic, the ILO promoted peer-learning activities in fragile settings and developed the [Sustainable and Resilient Enterprises](#) (SURE) programme, which was successfully implemented with employers' organizations in ten countries.

During the biennium, 17 Member States adopted measures to facilitate the **transition of enterprises into formality**. This included tripartite national strategies, action plans, legal reforms, and coordinating mechanisms that introduced incentives for formalization, improved access to finance, supported the productivity enhancement of informal MSMEs, and simplified business registration and compliance (box 17). Social partner organizations in Argentina, the Plurinational State of Bolivia, Lebanon, Peru, Türkiye and Zimbabwe established services such as help desks, training programmes and apps to assist informal enterprises and their workers in understanding formalization procedures and benefits. The ILO also developed a [global interactive map](#) of interventions on enterprise formalization to support knowledge and experience sharing.

► Box 17. Tripartite approach to formalization in Gambia

In Gambia, the ILO supported constituents in conducting an assessment and adopting a tripartite national strategy for formalizing the informal economy. The employers' organizations integrated the "Formalize Your Business" programme and other ILO tools on enterprise development into their portfolio of business services. They also launched a virtual platform on enterprise formalization to provide a more integrated package of services and increase outreach.

The ILO and UNDP joined forces to implement a global project, [Supporting the transition of informal enterprises towards sustainable growth and formalization](#), supported by the European Union and the Organization of African, Caribbean and Pacific States (OACPS). This project focuses on how the financial sector can incentivize enterprise formalization. The ILO also strengthened its engagement with the Donor Committee for Enterprise Development to share information and advocate for the Decent Work Agenda and the application of Recommendation No. 204.

Member State demands for ILO technical assistance on **aligning business practices with decent work and a human-centered approach to the future of work** increased due to developments in the areas of trade, investment and responsible business conduct (due diligence). To promote responsible business conduct, including in supply chains, inter-ministerial processes and road maps were established with ILO support in 17 Member States. [National focal points](#) for the promotion of the [MNE Declaration](#) were appointed in Madagascar, Nepal and Togo. In Sierra Leone, a technical working group was created to coordinate actions for the promotion of the MNE Declaration across national institutions and ministries and subsequently adopted a workplan for 2022–26. National focal points in Ghana adopted a joint national action plan for the promotion of the MNE Declaration. A platform to coordinate the actions of workers for

the promotion of the MNE Declaration was created in Côte d’Ivoire and Ghana. Thanks to ILO capacity-building activities, ILO constituents in Chile, Colombia and Peru made substantial contributions to national action plans on business and human rights. In Viet Nam, further to the adoption of a national plan action to improve policy and legislation on responsible business practices, national dialogue and training sessions on due diligence in human rights led to in-depth awareness and knowledge for enterprises and for key export industry players. Home-host country dialogues and the exchange of experiences related to responsible and sustainable business practices were facilitated in Africa, Asia and Latin America.

The ILO/IOE [self-assessment tool](#) for enterprises based on the [MNE Declaration](#) and the [ILO-UN Global Compact](#) learning plan for companies were launched during the biennium. The 2023 [G7 Trade Ministers Statement](#) reaffirmed the importance of: (i) promoting respect for human rights and international labour standards in business activities and global supply chains based on the UN Guiding Principle on Business and Human Rights (UNGPs); (ii) the ILO MNE Declaration; and (iii) the [OECD Guidelines for Multinational Enterprises on Responsible Business Conduct](#).

The ILO continued to strengthen and promote its [Helpdesk for Business on International Labour Standards](#), including through development cooperation projects such as the [Responsible Business Conduct project in Latin America and the Caribbean \(RBCLAC\)](#), [Accelerating action for the elimination of child labour in supply chains in Africa \(ACCEL Africa\)](#) and [Trade for Decent Work](#). The training portfolio on responsible business conduct and the MNE Declaration was expanded with more in-country training sessions and a massive open online course on “Business and Decent Work,” attracted 1,200 participants for the French edition focusing on Africa, and 1,100 participants for the Spanish edition focusing on Latin America. Participation in face-to-face and self-guided courses on responsible business conducted at the Turin Centre increased significantly.

Budget and expenditure

Total expenditure in outcome 4 during 2022–23 was US\$152.6 million, 30 per cent from the ILO regular budget, 68 per cent from extrabudgetary development cooperation contributions and 2 per cent from the RBSA. Most of the extrabudgetary contributions were dedicated to strengthening the capacity of enterprises to enhance productivity and sustainability, especially through SCORE. RBSA resources were dedicated in particular to enhance the productivity and sustainability of enterprises and to the formalization of economic units, contributing to 16 results in 11 Member States.

Top five development partners for outcome 4 (total budget in 2022–23)	
► Netherlands	US\$22.2 million
► European Union	US\$17.9 million
► Multi donor	US\$9.2 million
► Republic of Korea	US\$9.0 million
► MPTF/UNDP	US\$8.2 million

► **Table 10. Outcome 4: Strategic budget and expenditure**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	52.7	45.4
Extrabudgetary development cooperation	55.0	104.1
Regular Budget Supplementary Account	n/a	3.1
Total	107.7	152.6

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

► Highlights

- The International Labour Conference adopted the landmark [Quality Apprenticeship Recommendation, 2023 \(No. 208\)](#), a framework to develop regulatory and promotional measures for quality apprenticeships based on social dialogue.
- ILO-supported skills development programmes carried out in 14 Member States directly benefited 436,780 persons.
- The digital platform [Professional Education Online](#) developed in Ukraine ensured continuity in the provision of technical education and training and allowed 225,000 young people to continue their studies in spite of the war.
- About 3,500 representatives of governments, training institutions, EBMOs and workers' organizations from all regions increased their capacity in skills development and lifelong learning through training courses implemented in partnership with the Turin Centre and ILO/CINTERFOR.

The ILO's work on skills development and lifelong learning is instrumental for advancing social justice by empowering individuals, especially young people, to access work opportunities and create sustainable livelihoods. It is also essential to support transitions of individuals and enterprises in periods of economic, social and environmental transformation. In fragile and post-crisis contexts, skills development and TVET play a vital role in rebuilding livelihoods, reintegrating forcibly displaced persons, re-establishing services and infrastructures and promoting social cohesion. In brief, action in this area contributes to a more equitable and sustainable future with social justice for all.

In 2022–23, constituent demand for ILO services on skills development and lifelong learning continued to expand. The ILO responded by launching the [skills and lifelong learning strategy for 2022–30](#), approved by the Governing Body in November 2022, which aims at empowering Member States to address digital and green transitions, increase resilience and promote social justice through skills development and lifelong learning, contributing to SDG 4 on quality education, SDG 5 on gender equality, and SDG 8 on decent work and economic growth. The strategy has five pillars – policy development, skills-needs intelligence, learning pathways, inclusive programmes and quality apprenticeships. This is accompanied by a plan of action to develop constituent capacities, generate and disseminate knowledge, mobilize resources, promote standards and strengthen the ILO's leadership and partnerships.

Building on the momentum generated by the strategy and Recommendation No. 208, the ILO reinforced collaboration with development partners and with international and regional organizations. The [Skills Initiative for Africa](#) implemented with the African Union was crucial in strengthening labour market information systems in 16 countries and in developing skills anticipation strategies in the United Republic of Tanzania, Zambia and Zimbabwe. To this end, the ILO collaborated with the World Bank, the French Development Agency (Agence française de développement (AFD)), the Swiss Development Cooperation and the Agency for the Development of Technical Education in Benin (Agence de développement de l'enseignement technique) to promote exchanges on informal apprenticeships. This led to the creation of the Sub-Saharan Africa Skills and Apprenticeship Network and to the establishment in Benin of a knowledge hub on quality apprenticeships for Francophone Africa.

The ILO continued to promote the adoption of innovative solutions for skills development and to mobilize a global cohort of skills innovators through the launch of "[Skills Innovation Challenge Calls](#)". In

partnership with the Islamic Development Bank, the ILO invited youth-led, not-for-profit organizations to propose [green solutions](#) that would support training processes for young people living in post-crisis situations. In addition, the ILO in partnership with the OECD expanded the coverage of the [Skills for Jobs \(S4Js\) database](#) on occupational and skills shortages, which now covers 27 low- and middle-income countries, and started a major effort to develop a global skills taxonomy (box 18).

► **Box 18. ILO/OECD partnership on Skills for Jobs (S4Js) database and Global Skills Taxonomy**

At the request of the G20 Indian presidency for 2023, the ILO and the OECD provided inputs to the G20 Employment Working Group on the mapping of skills gaps. The G20 leaders committed to addressing skills gaps globally, including through further strengthening national statistical data and extending the coverage of the ILO and OECD S4Js database to all G20 countries. They requested the ILO and the OECD to conduct a feasibility study on an international reference classification of occupations by skill and qualification. As a follow-up, the ILO launched a study that will lead to the establishment of a global skills taxonomy.

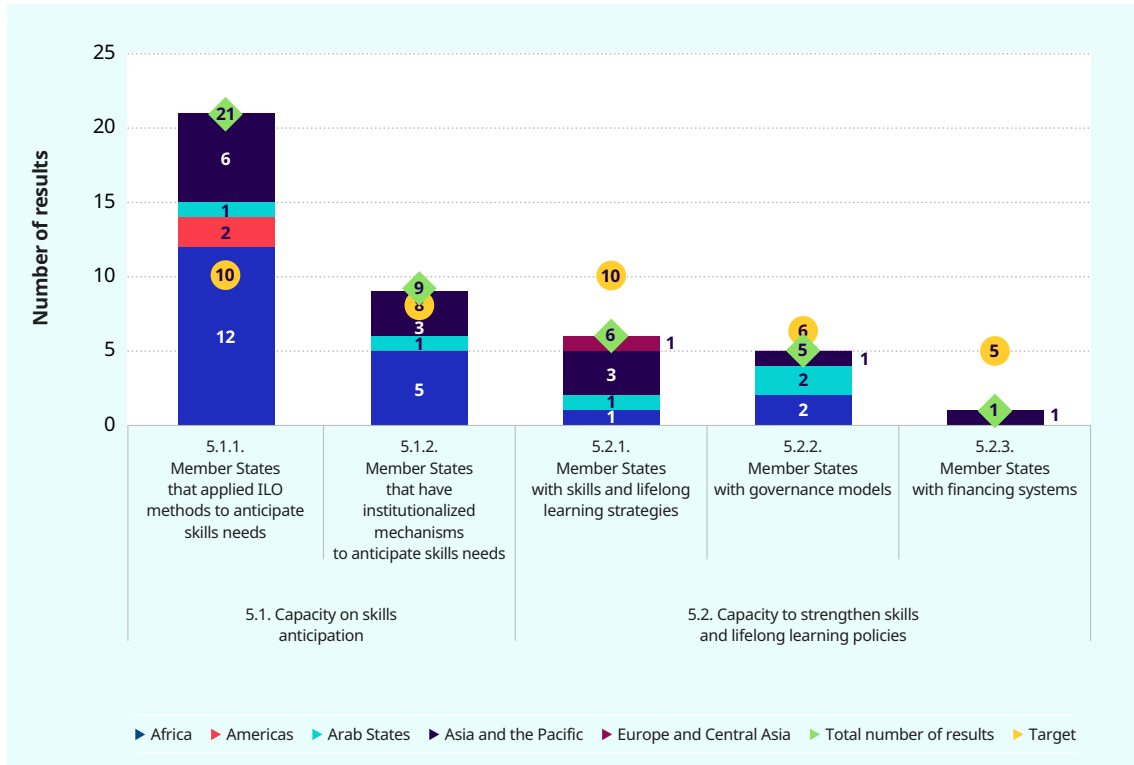
Performance in relation to the 2022–23 targets and commitments

During the biennium, the ILO helped Member States to: strengthen their capacities on skills needs anticipation and matching; develop skills and lifelong learning policies; reinforce inclusive work-based learning options; and accelerate digitalization. Overall, the ILO contributed to the achievement of 97 results in these areas, 23 per cent above the accumulated target for the biennium. The target was achieved or exceeded in four of the ten output indicators (figures 26 and 27), especially in relation to the anticipation of skills needs and the development of work-based learning approaches and flexible skills development programmes. Despite significant progress in skills development and work-based learning strategies in several countries, results in relation to financing of skills systems were significantly below target, as was the case in 2020–21, as funding decisions were influenced by the limited fiscal space post-pandemic and the need to address other social priorities in many countries.

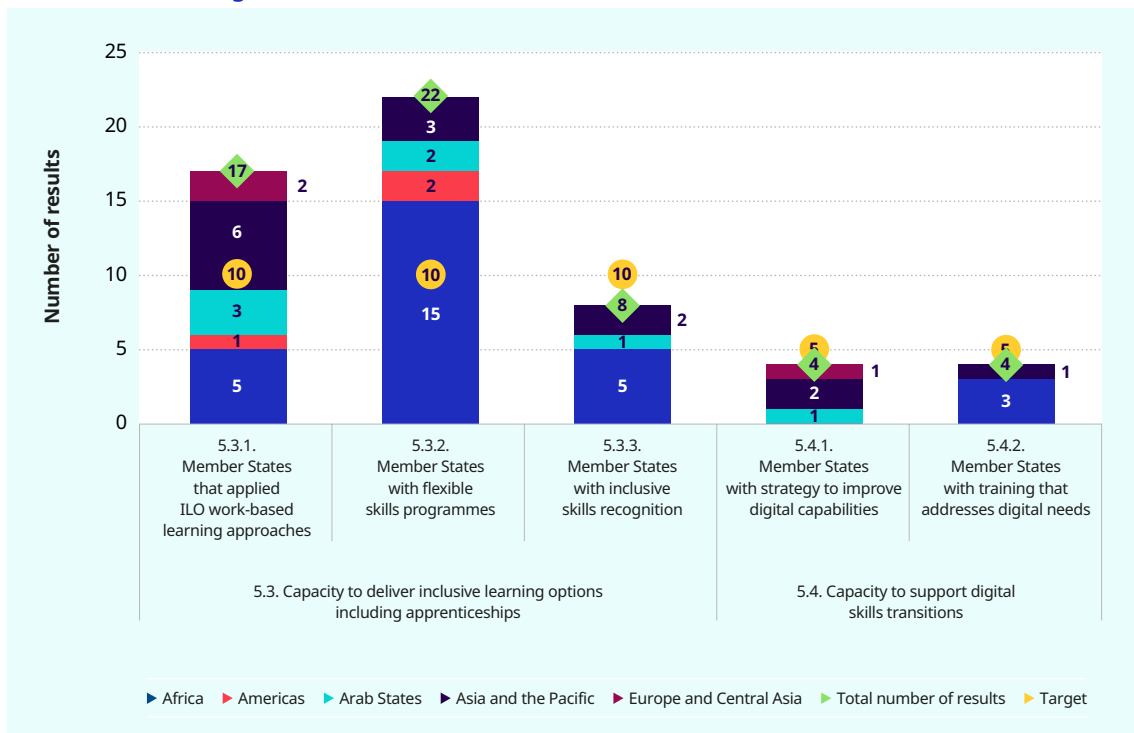
The ILO promoted the application of specific methods for **skills needs anticipation and matching** in 21 countries and supported the institutionalization of skills measurement and monitoring systems in 9 Member States. The ILO provided support and built capacities to measure skills mismatches through labour force surveys (Eswatini and the Philippines) and developed innovative methodologies to use big data, such as web-scraping. The [Skills for Trade and Economic Diversification](#) (STED) programme, implemented in 19 countries, assisted in the identification of skills required in sectors that have the potential to increase exports. In Paraguay, with support from ILO/CINTERFOR, the Labour Observatory of the Ministry of Labour, Employment and Social Security experimentally applied a methodology to develop an “employability index”. Globally, the ILO emerged as a knowledge leader on skills needs anticipation and skills matching, providing pivotal insight into skills for the green, digital and care economies. Major products developed in 2022–23 include: (i) a literature review, [Changing demand for skills in digital economies and societies](#) and an accompanying [policy brief](#); (ii) a joint ILO–OECD report, [Equipping Health Workers with the Right Skills](#); (iii) a policy brief covering green jobs, [Skills development for a just transition](#); and (iv) a practical guidance tool, [Greening TVET and skills development: A practical guidance tool](#).

Six countries developed and implemented national inclusive **skills and lifelong learning strategies** based on social dialogue, with ILO support, while another six improved governance and financing mechanisms. Panama, for example, defined a road map for a National Qualifications Framework (NQF) and started implementation for five occupations. Indonesia, Malaysia and the Philippines reviewed their TVET strategies to address skills needs (box 19). At the global level, the ILO published the report, [Financing mechanisms for promoting social inclusion in skills and lifelong learning systems](#), the first comprehensive

► **Figure 26. Results achieved under outcome 5 (outputs 5.1 and 5.2), by output indicator and region**



► **Figure 27. Results achieved under outcome 5 (outputs 5.3 and 5.4), by output indicator and region**



review of international good practice and policy options on financing skills and lifelong learning systems to include disadvantaged and vulnerable learners in skills and lifelong learning. Additionally an ILO brief was prepared on the [Inventory of digital career guidance tools](#). Training courses implemented jointly with the Turin Centre and other international agencies contributed to strengthening constituent capacity on issues such as the establishment of sectoral skills bodies, financing of skills development, and career development systems. The ILO-African Development Bank study, [Building pathways to sustainable growth: Strengthening TVET and productive sector linkages in Africa](#), identified key recommendations to increase investments in skills development and improve TVET performance in the region.

► Box 19. Skills for Prosperity (S4P) Programme

With the aim of addressing the lack of skilled workers in Indonesia, Malaysia and the Philippines – a barrier to increasing prosperity and reducing poverty – the ILO's [Skills for Prosperity in South-East Asia Programme](#) (S4P) supported social partners and education and training institutions to review and reform TVET strategies, policies and training courses. Funded by the United Kingdom of Great Britain and Northern Ireland, the programme benefited 154,619 people in a wide range of sectors, such as [sustainable tourism in Indonesia](#), [food processing in Malaysia](#) and [construction in the Philippines](#).

Member States' efforts and ILO cooperation to improve the **delivery and inclusiveness of learning options** increased significantly in 2022–23, leading to 47 results in 38 Member States. This includes legal frameworks and digital systems to facilitate the recognition of prior learning, including for migrant workers, refugees and people in forced displacement contexts (Cambodia, Egypt, Ethiopia, Jordan, Kenya, Mauritania, Mauritius, Seychelles, Sudan, Uganda and the United Republic of Tanzania) and the adoption of quality apprenticeship strategies and programmes (Cambodia, China, Côte d'Ivoire, Egypt, Jordan, Kenya, Lebanon, Mauritania, the United Republic of Tanzania, Uganda and Yemen).

Many Member States, across all regions, developed outreach campaigns and made significant changes in curricula and delivery methods to increase the inclusiveness of their skills systems, focusing on women, people with disabilities, refugees and host communities, people affected by armed conflicts, the informal and the rural economies, youth at risk of child labour and people vulnerable to forced labour. The ILO prepared specific products to support Member States, including online TVET curriculum frameworks and for the digital recognition of prior learning, a practical [guidance tool for greening TVET](#) launched at the UN Climate Change Conference, Conference of the Parties (COP27), as well as coaching and training programmes for key stakeholders. To support youth employability, the ILO assisted countries to facilitate industry engagement in TVET, apprenticeships and other work-based learning programmes.

In order to facilitate **digital transitions** of skills systems and the provision of skills for the digital economy, the ILO increased efforts in relation to the establishment of online platforms for job search, digitally focused curricula and electronic mechanisms for the recognition of prior learning, among other innovations, contributing to eight results achieved during the biennium. The ILO supported the digitalization of TVET in Ukraine and to the delivery of training in digital skills in collaboration with the private sector in Egypt. It also provided policy advice to the Government of India on how to bridge the digital divide. In Kenya, the ILO supported the Technical and Vocational Education and Training Authority in the review and development of a digital skills curriculum that responds to the labour market demand. In Senegal, the ILO, with the Turin Centre, supported the digitalization of training modules and the development of a training course on digital entrepreneurship.

Budget and expenditure

Total expenditure in outcome 5 during 2022–23 was US\$126.8 million, 31 per cent from the ILO regular budget, 68 per cent from extrabudgetary development cooperation contributions and 1 per cent from the RBSA. This amount exceeds the budget for the biennium by 16 per cent, especially because of the

mobilization of voluntary contributions for the identification and anticipation of skills needs and for the development of inclusive learning options leveraging digitalization and technological progress. The RBSA funds dedicated to this outcome contributed to eight results in six Member States.

Top five development partners for outcome 5 (total budget in 2022–23)	
► Colombia	US\$19.4 million
► Netherlands	US\$16.9 million
► European Union	US\$10.5 million
► United Kingdom	US\$10.4 million
► Canada	US\$7.0 million

► **Table 11. Outcome 5: Strategic budget and expenditure**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	45.1	39.1
Extrabudgetary development cooperation	64.6	86.7
Regular Budget Supplementary Account	n/a	1.0
Total	109.7	126.8

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

► Highlights

- About 1.1 billion workers and jobseekers in 26 countries were potentially impacted by legal and policy reforms on equality and non-discrimination, including maternity protection, care leave policies and services, violence and harassment and HIV/AIDS protection.
- More than 180,000 workers in 20 countries benefited from HIV self-testing at the workplace, including migrant workers and workers in the informal economy, helping to remove stigma and discrimination and ensuring that those testing positive were able to access life-saving treatment and care.
- New or revised legislation on equal pay for work of equal value was introduced in six countries to improve pay for women workers and to narrow gender pay gaps across sectors.
- EBMOs and workers' organizations in 13 countries took measures to promote equality and non-discrimination, including in relation to gender equality, diversity and inclusion and the elimination of violence and harassment.

The ILO's work to advance gender equality, equal opportunities and fair treatment for all was critical to mitigate the negative repercussions of multiple crises during the biennium on women and population groups who were already being left behind and who were disproportionately adversely impacted by the COVID-19 pandemic.

The strategy during the biennium put emphasis on the promotion of investments and work in the care economy, as this is a central component of the transformative agenda on gender equality, non-discrimination and inclusion. The UN Women/ILO joint programme, [Promoting decent employment for](#)

women through inclusive growth policies and investments in care, implemented in Argentina, Egypt, Ethiopia, Morocco and Nepal, developed a successful intervention model based on the integration of macroeconomic, sectoral and labour market policies and investments that lift barriers for women's entry into the labour market and contribute to inclusive growth.

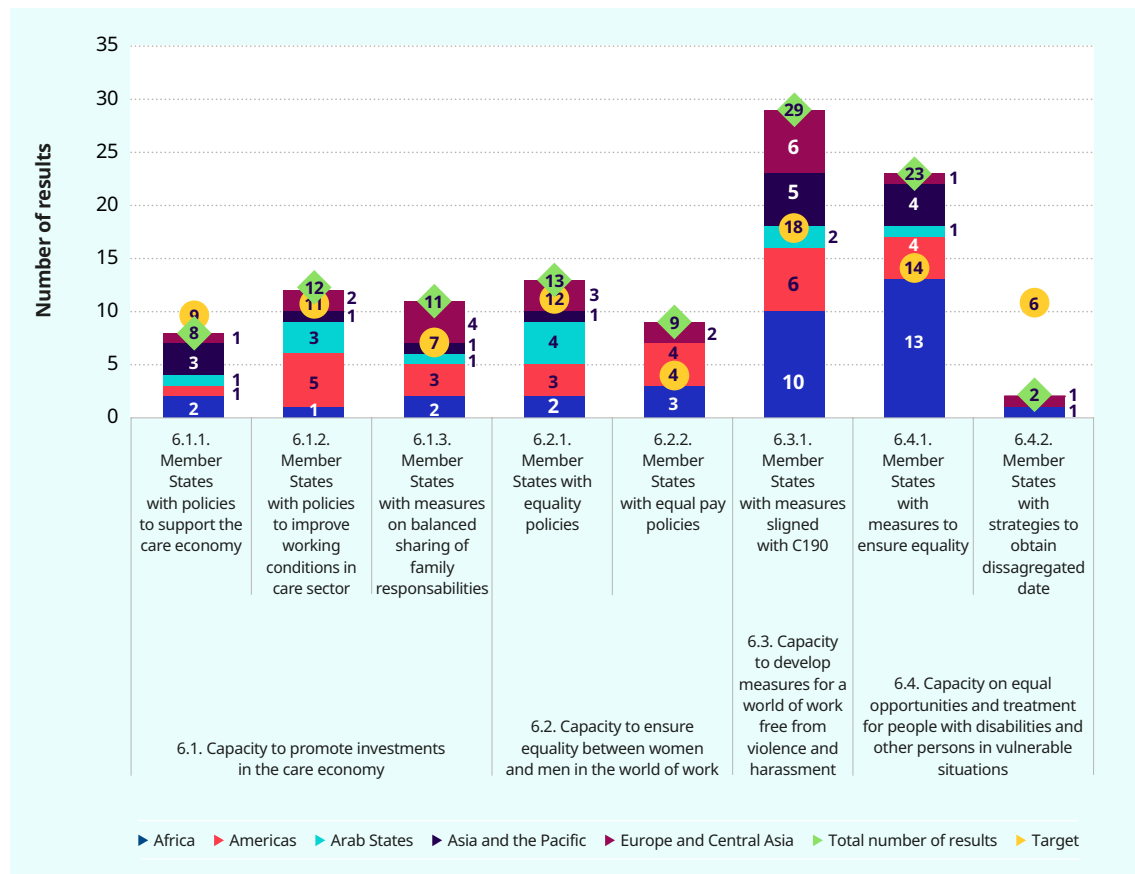
While achieving equal pay for work of equal value remains an elusive global objective, there was an upsurge in requests for assistance from the ILO in this area. This reflects, in part, the impact and outreach of the [Equal Pay International Coalition](#) (EPIC). The EPIC Secretariat is led by the ILO, UN Women and the OECD and is a multi-stakeholder partnership which includes governments, EBMOs and workers' organizations. Eleven new members were welcomed during the biennium.

Violence and harassment in the world of work is a major structural barrier to gender equality, non-discrimination and inclusion. The numerous ratifications of Convention No. 190 and progress in its implementation in several countries is therefore a major contributor to gender equality. The ILO intensified its support to constituents with a strong focus on promoting integrated approaches to address the root causes of exclusion, discrimination and marginalization.

Performance in relation to the 2022–23 targets and commitments

During the biennium, the ILO focused its support on four outputs related to Member State capacity to promote: (i) investments in the care economy; (ii) equality between women and men in the world of work; (iii) measures against violence and harassment; and (iv) equal opportunities and treatment for all. Overall, the ILO contributed to the achievement of 107 results, 32 per cent over of the accumulated target for the biennium, meeting or exceeding the expected results in six of the eight output indicators (figure 28).

► **Figure 28. Results achieved under outcome 6, by output indicator and region**



This is a significant improvement compared with the performance in 2020–21. Investments undertaken in previous biennia to develop internal capacity and the knowledge base to provide effective support to constituents on equality have been instrumental in ensuring effective ILO support.

The ILO stepped up its efforts to support constituents in promoting investments in the **care economy** (box 20), leading to the adoption or implementation of strategies or policy measures in 8 Member States and improvements in working conditions of care workers in 12 countries, across all regions. Examples include the adoption of two provincial-level investment strategies in Argentina and the inclusion of investment in care sectors (health and education) as priorities in Egypt’s Sustainable Financing Framework. Pioneering work to provide care through cooperatives was undertaken in the Plurinational State of Bolivia, Colombia and Zimbabwe, targeting excluded populations such as indigenous peoples and workers in the informal economy. The ILO’s work on the care economy at country level was partially funded by key development partners, notably the Government of Norway. To support countries in measuring unpaid domestic and care work, the ILO published add-on modules for labour force surveys.

► Box 20. Care at Work

Building knowledge on investing in care to advance gender equality and inclusion was supported through a major [Care at Work](#) report, the launch of the [global care policy portal](#) and the [care policy investment simulator](#) tool. The portal contains over 60 legal and statistical indicators related to maternity protection and care leave, childcare and long-term care services in more than 180 countries. The simulator is the largest online care policy modelling tool developed for over 80 countries as of December 2023. By August 2023, the Portal had received over 4,000 visits and 430 users from 60 countries had registered to use it. Responding to demand from constituents, the ILO produced 15 “Care at Work” country briefs, 3 regional briefs (European Union, Middle East and North Africa, and Asia and the Pacific) and [three regional companion reports](#) on care policies. Knowledge building on the care economy was further supported through the launch of a newly developed online course, in collaboration with the Turin Centre.

Measures to improve work–life balance through the extension of care leave policies and to protect workers with family responsibilities from discrimination were implemented in 11 countries. Cabo Verde adopted a comprehensive tripartite action plan for equal opportunity and treatment for workers with family responsibilities and maternity protection at work. Jordan adopted a National Framework for Daycare, and collaboration with the China Enterprise Confederation resulted in the introduction of workplace policies covering flexible working hours, improved supportive measures on breastfeeding, childcare, and protection for pregnant workers and new mothers. With funding from the Government of Sweden, the ILO supported constituents in the Republic of Moldova to develop an action plan to increase the employment rates of women with family responsibilities (box 21).

► Box 21. Measures to increase the participation of women in the labour force in the Republic of Moldova

With support from the Swedish International Development Cooperation Agency, the ILO assisted its constituents in the Republic of Moldova in a series of legal and policy reforms aimed at supporting women’s participation in the labour market. The government adopted a National Employment Programme for 2022–26 and an action plan to increase the activity and employment rates of women with family responsibilities by facilitating access to childcare for children up to 3 years of age, including refugees from Ukraine. This includes the expansion of the public crèche services, support for the creation of alternative childcare services and incentives to create private crèches, thereby also creating decent jobs in the care sector. A benchmark curriculum and methodology were also developed for training childcare providers.

Cooperation to promote **gender equality** led to the adoption of strategies, policy measures and institutional arrangements in 13 countries and to the development of specific initiatives to ensure equal pay for work of equal value in 9 Member States. This includes amendments of national legislation in line with the Equal Remuneration Convention, 1951 (No. 100). Ukraine (a tripartite member of EPIC) approved the National Strategy for Bridging the Gender Pay Gap for the period up to 2030 and an operational action plan for its implementation, which includes measures to promote substantive equality between women and men. Costa Rica implemented a national methodology to measure the gender pay gap and Brazil promulgated a wage equality law.

The establishment of national committees with a mandate to address the promotion of equality between men and women was instrumental in enabling more women to join and remain in the labour market. The ILO also assisted social partners to apply a variety of tools and mechanisms aimed at promoting equality and non-discrimination within their organizations such as participatory gender audits. With evidence of the gendered impacts of climate change, partly fueled by the gendered division of unpaid care work, the ILO increasingly engaged with these issues at COP27. The ILO and the UN Framework Convention on Climate Change (UNFCCC) published [An essential pathway to achieving gender equality and social justice](#) and the policy brief [Gender equality, labour and a just transition for all](#). Additionally, a series of policy briefs and training programmes were developed to promote responsible business, gender equality and non-discrimination in the context of women's economic empowerment.

The ILO's support to constituents for the elimination of **violence and harassment at work** led to results in 29 countries and has been pivotal in promoting the ratification and implementation of Convention No. 190. With a focus on developing integrated approaches that address the root causes of exclusion, discrimination and marginalization, the ILO contributed to the revision of legislation and codes of conduct related to violence against women and girls in Armenia, Indonesia, Jordan, Ukraine and Viet Nam. Review of legislation and gap analyses were carried out in several countries across all regions, promoting social dialogue and sensitizing constituents on ways to identify and address these issues. The ILO produced guides and facilitated bipartite and tripartite agreements to address violence and harassment, including at enterprise and sectoral levels, and provided capacity-building services for key actors, including judges and labour inspectors. The ILO's first [landmark global survey](#), carried out in collaboration with Lloyd's Register Foundation and Gallup, revealed experiences of violence and harassment at work.

Efforts to increase **equal opportunities and treatment for people with disabilities and other persons in vulnerable situations** and the results achieved in 23 countries are key to the objective of "Leave no one behind" and the ILO's commitment to decent work and social justice for all. During the biennium, with ILO support in the framework of the [UN Joint Programme on HIV/AIDS](#), nine Member States developed national HIV policies, with an increasing trend to include HIV in broader strategies to ensure wellness at work. Through the Indigenous Peoples' Entrepreneurship partnership in the Plurinational State of Bolivia, the ILO supported the development and implementation of 160 business plans, enabling indigenous women and youth to strengthen their income potential. In Colombia, the ILO provided technical support and training of delegates to the Special High-Level Instance with Ethnic Peoples (IEANPE) and contributed to the adoption of a strategic workplan for the management of the right to consultation, in line with the Indigenous and Tribal Peoples Convention, 1989 (No. 169). Work to promote the employment of persons with disabilities in the private sector continued, with an additional seven multinational enterprises and five national business and disability networks joining the ILO Global Business and Disability Network in this biennium.

The ILO continued to develop information and tools to facilitate the collection of disaggregated data, and the [ILOSTAT database](#) now disaggregates labour market statistics on persons with and without disabilities. Only three Member States developed comprehensive strategies to generate disaggregated data to facilitate the design of targeted policy measures for groups at higher risk of exclusion.

The ILO published a series of [short stories and blogposts](#) with personal stories of indigenous people, as well as a technical paper on [Traditional Occupations of Indigenous and Tribal Peoples in Labour Statistics](#). The policy brief, ["Nothing about us without us": Realizing disability rights through a just transition towards environmentally sustainable economies and societies](#), provides guidance on the inclusion of persons with disabilities to achieving a just transition towards environmentally sustainable economies and societies.

The ILO also coordinated the development of the UN-wide [Guidance Note on Intersectionality, Racial Discrimination and Protection of Minorities](#) and will publish the first major report on racial discrimination and the world of work in 2024.

Budget and expenditure

Total expenditure in outcome 6 during 2022–23 was US\$62.2 million, 67 per cent from the ILO regular budget, 29 per cent from extrabudgetary development cooperation contributions and 4 per cent from the RBSA. The ILO continued to struggle to mobilize extra-budgetary resources for this outcome but substantially increased the RBSA allocation – especially for initiatives on the care economy – which contributed to the achievement of 14 results in nine Member States.

Top five development partners for outcome 6 (total budget in 2022–23)	
► UNAIDS	US\$5.7 million
► UN Women	US\$2.9 million
► MPTF/UNDP	US\$2.7 million
► Sweden	US\$2.3 million
► France	US\$1.3 million

► **Table 12. Outcome 6: Strategic budget and expenditure**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	43.9	41.5
Extrabudgetary development cooperation	30.0	17.9
Regular Budget Supplementary Account	n/a	2.8
Total	73.9	62.2

Outcome 7. Adequate and effective protection at work for all

► Highlights

- In June 2022, the International Labour Conference adopted a historic [resolution on the inclusion of a safe and healthy working environment in the ILO's framework of fundamental principles and rights at work](#).
- Minimum wage systems were adopted or improved in 14 countries, including higher wage floors through collective bargaining in 5 countries in Africa.
- More than 18 million domestic workers were impacted by policy reforms and measures introduced in 28 countries.
- More than 150,000 migrant workers benefited from assistance provided by 64 Migrant Resource Centres in Southeast Asia and more than 60,000 migrants and refugees in Latin America received services provided by workers' and employers' organizations.
- Two thousand children in the Arab States involved in the worst forms of child labour have been withdrawn and rehabilitated, and over 8,000 vulnerable children and families benefited from improvements in policy frameworks.

The ILO consolidated its support to constituents to address the impact of multiple crises on labour protection while taking advantage of opportunities stemming from the increased digitalization of the economy and transformations in work organization. Requests for assistance focused on reasserting the importance of fundamental principles and rights at work and addressing the uneven access to labour protection among workers, with a focus on high-risk sectors, migrant workers and refugees, other workers in situations of vulnerability and workers in diverse forms of work arrangements, including on digital platforms and in the informal economy. The need to establish adequate wages continued to be a priority, particularly in view of the high inflation in many countries. The rise of teleworking and flexible working time arrangements, in the aftermath of the COVID-19 pandemic, increased interest on regulatory frameworks.

The multiple crises that followed the COVID-19 pandemic severely impacted the realization of fundamental principles and rights at work and the capacity of Member States to design and implement integrated approaches. Some countries, however, developed specific programmes covering all the categories in targeted sectors (box 22). As the global incidence of child labour and forced labour increased, several Member States renewed their commitment to address the root causes of these problems through legislation, policies and action plans. The 5th Global Conference on the Elimination of Child Labour held in May 2022 and the [Durban Call to Action](#) served as key drivers in the process. However, there has been limited progress at country level on freedom of association and the effective recognition of the right to collective bargaining. The inclusion of a safe and healthy working environment in the ILO's framework of fundamental principles and rights at work in 2022 generated renewed interest in OSH and is an opportunity to keep promoting an integrated approach.

► **Box 22. Integrated promotion of the fundamental principles and rights at work in Madagascar**

In 2022 and 2023, Madagascar progressively introduced protective measures for workers in the textile, mining, mica and vanilla sectors. The Government implemented an integrated programme to promote fundamental principles and rights at work in textile and clothing supply chains. With the support of the ILO flagship programmes Better Work, Safety + Health for All, and Trade for Decent Work, 357 women and men workers and managers of 28 factories acquired knowledge on social compliance, social dialogue, workers' rights and responsibilities and gender equality. At the same time, 28 labour inspectors have been equipped to address child labour in the mining sector and a strategic plan was implemented for labour inspection that includes monitoring child labour in the mica and vanilla sectors. A system of national focal points to promote the [MNE Declaration](#) was established to ensure coordination of awareness-raising actions for enterprises on the promotion of the fundamental principles and rights at work. Four awareness-raising workshops on the MNE Declaration were organized, five factories benefited from tailored advisory services, and three bipartite committees were established. A total of 22 women supervisors and managers in these factories have been trained to strengthen their soft skills and autonomy.

The ILO reinforced partnerships as platforms for joint programming, mobilization of resources and expertise, and enhanced advocacy which were instrumental in the achievement of results at the country level. Alliance 8.7 continued its commitment to eliminate forced and child labour and the achievement of this SDG target. The ILO's continued collaboration with the World Health Organization has been instrumental in the development of targeted knowledge products to promote a safe and healthy working environment. The [Global Accelerator on Jobs and Social Protection for Just Transitions](#) focuses on formalization in pathfinder countries, and the UN Network on Migration aims to ensure a coherent approach to this issue, inclusive of labour migration.

Performance in relation to the 2022–23 targets and commitments

During the biennium, the ILO delivered five major outputs focusing on fundamental principles and rights at work: OSH, wages, working time and working time arrangements, protection of workers in diverse

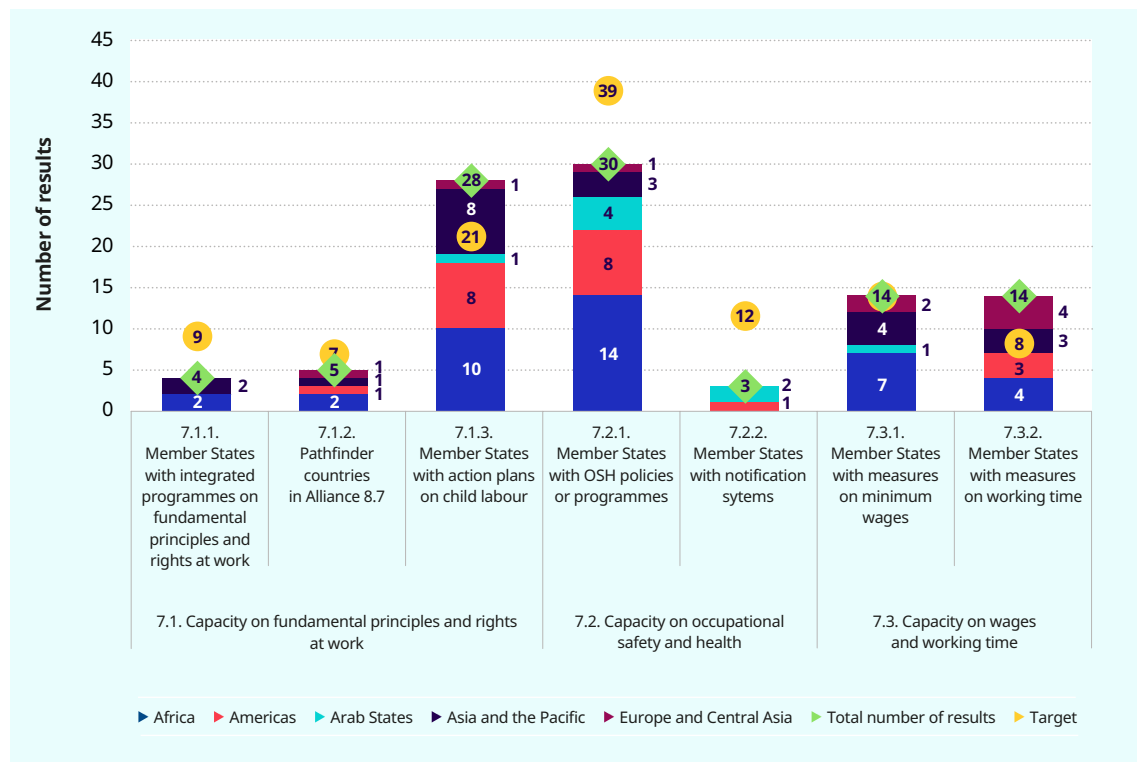
forms of work and in the informal economy, and labour migration. Overall, the ILO contributed to the achievement of 183 results, 1 per cent above the target. The target was achieved or exceeded in four of the five outputs and in 8 of the 12 output indicators under this outcome (figures 29 and 30).

While the ILO made efforts to advocate for an **integrated approach to address fundamental principles and rights at work**, requests for assistance from constituents remained limited. Results were achieved in a few countries, mainly those with active development cooperation projects covering all these principles. To address this issue, the ILO is documenting good practice to better facilitate sharing experiences, policies and programmes that address the mutually reinforcing nature of two or more fundamental principles and rights at work.

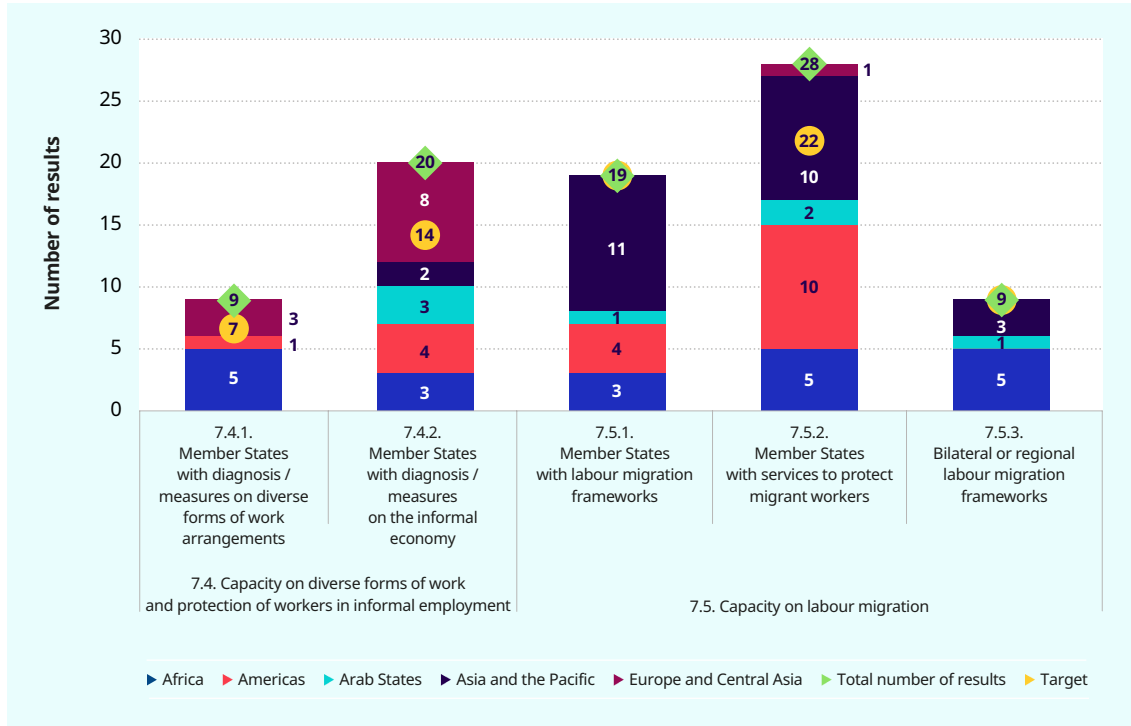
The ILO global flagship programme, IPEC+, along with support from major development partners, contributed to the achievement of 28 results that address the root causes of child labour, forced labour and trafficking. The goal is to extend social protection, improve livelihoods, increase voice and representation, and promote non-discrimination, while specifically focusing on informal and rural workers, as well as migrants. In September 2022, the ILO, Walk Free and the IOM released the new [Global Estimates on Modern Slavery: Forced Labour and Forced Marriage](#), an essential knowledge and data source for policy development.

Following the attention paid to the **OSH resolution**, that is, including a safe and healthy working environment in the ILO’s framework of fundamental principles and rights work (International Labour Conference, 2022), as well as the lessons learned from the COVID19 pandemic about the links between global health, the environment and the world of work, 30 countries, almost half of them in Africa, developed national OSH frameworks. These frameworks included profiles, policies, programmes, legal provisions closely aligned to Convention No. 155 and regulations on the management of ergonomic and psychosocial risks associated with telework. Fewer results than expected were achieved in Latin America and the Caribbean. As was the case in 2020–21, requests for assistance to develop OSH reporting systems

► **Figure 29. Results achieved under outcome 7 (outputs 7.1, 7.2 and 7.3), by output indicator and region**



► **Figure 30. Results achieved under outcome 7 (outputs 7.4 and 7.5), by output indicator and region**



were lower than expected, possibly because of competing priorities at national level. ILO assistance at country level was provided mainly through the Safety + Health for All flagship programme.

There was a high demand for ILO technical assistance on **wages and working time** during the biennium, leading to results related to wages in 14 Member States and results on working time also in 14 countries. The [Global Wage Report 2022–23](#) focused on the impact of inflation on wages and purchasing power and provided insights for country-level support, including on minimum wages (box 23). Similarly, the 2023 publication [A Review of Wage Setting through Collective Bargaining](#) facilitated assistance on the inclusion of wage clauses in collective agreements and on the dynamics of the wage bargaining process in the private sector, particularly in Africa. The ILO also supported countries in different regions to strengthen regulatory frameworks and collective bargaining processes in relation to telework, improving work-life balance and protecting workers’ health, as well as to reduce legal limits to hours of work or restrict authorized derogations. The ILO also supported efforts that led to improved compliance on limits to normal working hours and overtime. In 2023, the ILO published the report [Working time and work-life balance around the world](#), a comprehensive review of the effects of measures on this issue.

► **Box 23. Universal statutory minimum wage system in Cyprus**

The Republic of Cyprus adopted its first-ever universal statutory minimum wage system, which came into effect on 1 January 2023. The established legal floor of €940 per month, adjusted on 1 January 2024 and every two years thereafter, applies to about 40,000 workers and their families (9 per cent of the workforce), especially in low-paid sectors where women are over-represented, such as retail. The implementation of the system brings Cyprus a step closer to other members of the European Union, as the minimum wage amounts to approximately 48 per cent of the mean wage in the country, close to the 50 per cent target prescribed by the relevant European Union Directive.

In relation to the **protection of workers in diverse forms of work arrangements and in the informal economy**, an increasing number of countries took action to ensure adequate protection of platform workers. Assistance in this area included evidence-based analysis and policy and legal advice, targeted, when relevant, to address the protection needs of home-based workers and temporary workers. This assistance was based on the ILO study [Realizing the opportunities of the platform economy through freedom of association and collective bargaining](#), a [normative gap analysis](#) (reviewed by the ILO Governing Body in March 2023), and a law and practice report in support of the standard-setting process placed in the agenda of the International Labour Conference in 2025 and 2026.

The transition of workers to formality continued to be a high priority for ILO constituents in all regions, leading to specific results in 20 Member States. Technical assistance was provided to carry out diagnoses, to address and prevent undeclared work and to strengthen social dialogue for formalization. The [resolution concerning statistics on the informal economy](#) adopted by the 21st ICLS will support countries in producing increasingly accurate statistical information on informality for all forms of work, including dependent contractors. The 2023 publication [Women and men in the informal economy: A statistical update](#) supported the debates that led to the adoption of this resolution and was instrumental in ensuring understanding of the ILO's approach to formalization in countries and at the multilateral level. To support the transition of domestic workers to formality, the ILO published [The road to decent work for domestic workers](#). Results in ten Member States focus on diagnosing drivers of informality, strategies for formalization and the implementation of innovative approaches based on behavioural sciences. The ILO also developed an advocacy campaign for the recognition of domestic workers as care workers and strengthened the capacity of domestic workers' organizations to participate in social dialogue.

On **labour migration**, 19 Member States developed policy and institutional frameworks and 28 countries strengthened services to enhance the protection of migrant workers. Notably this was undertaken through the development of fair recruitment practices (box 24) and dedicated resource centres to support the socio-economic integration of migrants and refugees and to provide pre-departure and post-arrival guidance. The ILO also supported the establishment of nine new bilateral or regional labour migration frameworks between governments and between social partner organizations. These frameworks included the participation of trade unions and covered issues such as social protection and special arrangements for migrants during crisis situations.

► Box 24. Fair recruitment in practice

With ILO support through the [Fair Recruitment Initiative](#), laws and regulations applicable to recruitment agencies were revised or introduced in Guatemala, Lao People's Democratic Republic, Mexico, Mongolia, Somalia, South Sudan, Uganda and Viet Nam, including efforts to stop abuse of recruitment fees. In the private sector, the Initiative inspired the code of conduct adopted by the Responsible Business Alliance, the Consumers Goods Forum and the Amfori Recruitment Guidelines. A business case model was developed in Tunisia and tools were adopted to support private employment agencies to better adhere to fair recruitment principles and strengthen due diligence. The International Trade Union Confederation (ITUC) Fair Recruitment Adviser service uses a rating system benchmarked against the operational guidelines of the Initiative that covers more than 10,000 recruitment agencies in 23 countries. Through their support services, migrant resource centres in many countries are now able to handle recruitment complaints in line with the principles of the Initiative.

ILO research in this area informed policy guidance and identified key protection gaps on issues such as [temporary labour migration](#), [wages](#), [rights of migrant workers in irregular situations](#), and [freedom of association and collective bargaining](#). The ILO assisted constituents to investigate and address labour mobility implications of environmental degradation and supported the development of specific

frameworks to address climate change-induced labour mobility for the Intergovernmental Authority on Development in Africa and for the Pacific States. A Just Transitions Policy Brief was published to support these efforts, [Human mobility and labour migration related to climate change](#).

Budget and expenditure

Total expenditure in outcome 7 during 2022–23 was US\$360.5 million, 28 per cent from the ILO regular budget, 71 per cent from extrabudgetary development cooperation contributions and 1 per cent from the RBSA. There was a significant mobilization of voluntary contributions especially for interventions on child labour, forced labour and labour migration, as well as an increase of extrabudgetary resources for OSH. The flagship programmes Better Work, IPEC+ and Safety + Health for All were instrumental in this regard. RBSA resources were invested especially on transition of workers from the informal to the formal economy, contributing to eight results in eight Member States.

Top five development partners for outcome 7 (total budget in 2022–23)	
► United States	US\$68.7 million
► European Union	US\$44.2 million
► Multi Donor	US\$29.9 million
► Germany	US\$29.7 million
► Netherlands	US\$21.0 million

► **Table 13. Outcome 7: Strategic budget and expenditure**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	102.2	102.6
Extrabudgetary development cooperation	172.8	255.7
Regular Budget Supplementary Account	n/a	2.2
Total	275.0	360.5

Outcome 8. Comprehensive and sustainable social protection for all

► Highlights

- Social protection reforms supported by the ILO in 2022 and 2023 focusing on health and occupational injury insurance extended legal coverage to an estimated 77 million people.
- To support efforts to recover from the catastrophic effects of the COVID-19 pandemic, the ILO contributed to the development of policy measures to extend health and sickness coverage in 23 countries and to provide income security through unemployment protection in 7 Member States.
- In partnership with the IMF, the ILO implemented a pilot project on social protection financing in Iraq, Mozambique, Togo and Uzbekistan. In this project framework, a joint costing study for Mozambique supported the negotiation of a new line of credit with the IMF and enabled the Government to identify additional financing (0.5 per cent of the GDP) to extend coverage of non-contributory pensions to nearly 400,000 older persons.

The adoption and implementation of policy measures to extend social protection, often focusing on income security and health, continued to be a priority for the tripartite constituents across all regions. Several countries adopted institutional reform measures aimed at reinforcing the governance and sustainability of social protection systems, strengthening preparedness to respond to shocks while addressing growing income disparities through income redistribution based upon principles of social solidarity.

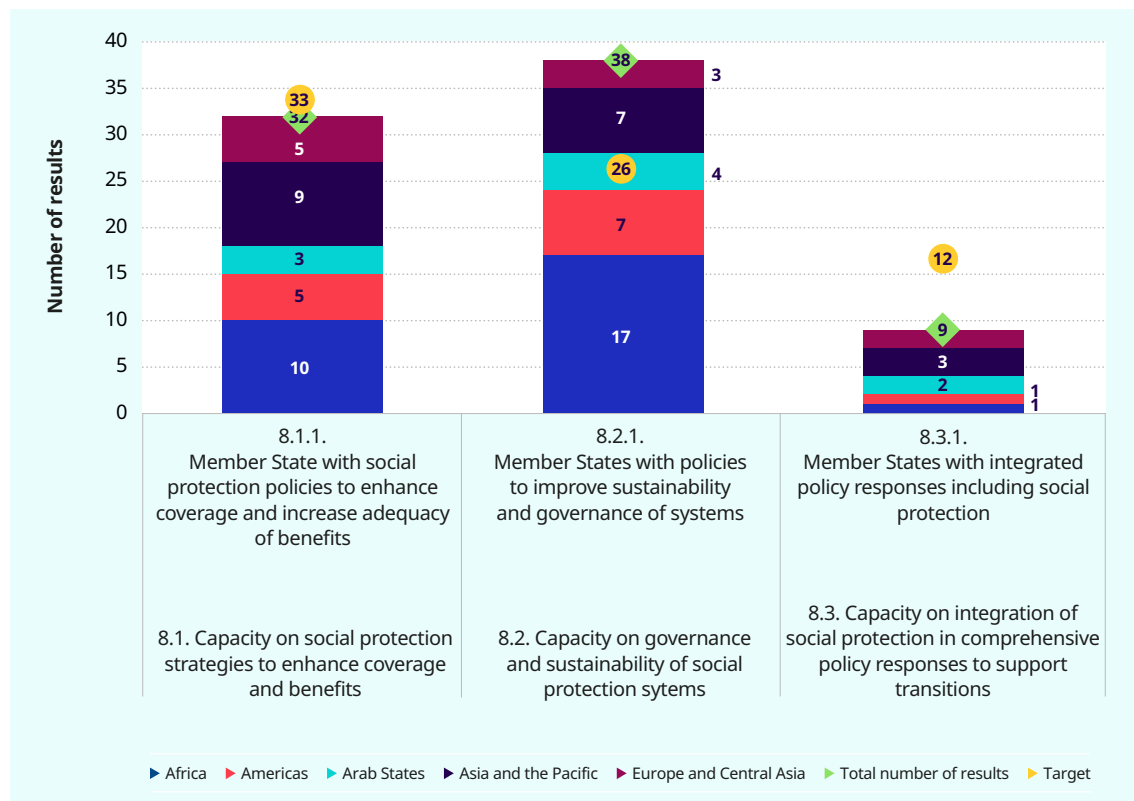
Guided by the [resolution concerning the second recurrent discussion on social protection \(social security\)](#) adopted by the International Labour Conference in 2021 and international social security standards, the ILO provided technical support and policy advice to achieve universal social protection, including through the establishment of social protection floors, adapted to the transformations in the world of work. The implementation of the second phase (2021–25) of the Social Protection Flagship Programme, [Building Social Protection Floors for All](#), covers 50 priority countries and contributed directly to many of the results achieved in Member States during the biennium.

Moving forward, the progressive operationalization of the [Global Accelerator on Jobs and Social Protection for Just Transitions](#) will become a key vehicle to strengthen partnerships and promote policy changes based on the ILO’s rights-based, comprehensive and holistic approach to social protection.

Performance in relation to the 2022–23 targets and commitments

During the biennium, the ILO focused its attention on strengthening Member State capacity to extend coverage and enhance benefits, improve governance and sustainability of social protection systems, and integrate social protection with other policies. Overall, the ILO contributed to the achievement of 79 results in this area, 11 per cent above the target set for the biennium, in 52 Member States and one territory (figure 31). In addition, the ILO’s global campaign on ratification and implementation of international social security standards contributed to five additional ratifications of the Social Security

► **Figure 31. Results achieved under outcome 8, by output indicator and region**



(Minimum Standards) Convention, 1952 (No. 102), registered in 2022 and 2023, and supported legal gap analyses in several other countries.

Overall, the ILO contributed to results in 32 Member States related to the **development of comprehensive, adequate and sustainable social protection systems and floors**. These results included the facilitation of social dialogue and knowledge generation to support social protection strategies or policies in 17 countries. Examples are Kenya’s strategy for the extension of social protection to workers in the informal and the rural economies, and the institutional modernization of the social protection system in Tajikistan. The ILO also contributed to legal frameworks for extending social protection coverage adopted in 14 Member States. Two examples are the definition of new parameters for social security benefits in Lao People’s Democratic Republic, and comprehensive social protection reforms adopted in Oman (box 25).

► Box 25. Development of an adequate social protection system in Oman

In July 2023, the Government of Oman adopted new legislation to reshape the social protection system and facilitate work–life transitions, promote gender equality and address pending demographic shifts. The current law, developed in consultation with the social partners, strengthens existing contributory provisions for workers in case of unemployment and maternity and introduces new non-contributory benefits for first-time jobseekers and expectant mothers. It also creates a new universal cash benefit for over 1 million children under the age of 18, a universal old age pension for 200,000 persons above the age of 60, and a universal disability allowance. The legislation also expands protection to migrant workers for employment injury, maternity and sickness under the same terms as national workers.

To support its constituents in this area and to strengthen advocacy at the national and global levels, the ILO conducted research on the economic case for social protection. Findings suggest that, for every US dollar invested in social protection, economic output increases by between US\$2 to US\$5. Another piece of research assessed the international experience in the establishment of global funds in the areas of agriculture, climate and health to guide the acceleration of financing for social protection. Focusing on the most vulnerable groups, the ILO developed guidance on [Social Protection for the Inclusion of People with Disabilities](#), as well as publishing the second ILO/UNICEF joint report on social protection for children, [More than a billion reasons: The urgent need to build universal social protection for children](#). With funding from the Government of Belgium and in collaboration with the SDG Academy and the National School for Social Security of France (EN3S), the ILO produced and launched the open online course “[Making Universal Social Protection a Reality](#)”, which by August 2023 had attracted over 1,200 participants.

A total of 38 Member States, almost half of them in Africa, made improvements in **social protection financing and governance**. The ILO helped to strengthen the administration of social protection by drawing on best practices and utilizing the latest statistical data (box 26). ILO support contributed to improvements in service delivery in 16 countries and supported financial governance in 19 Member States. In Kuwait, for example, an ILO evaluation of pension schemes led the Government to transfer over US\$8 billion to cover actuarial deficits. The Government of the Lao People’s Democratic Republic piloted a mobile registration and payment service reaching workers in the rural economy that will be further scaled up in 2024. In partnership with the IMF, the ILO also piloted an intervention to assess and address financing gaps for social protection in four countries.

With a view to reinforcing understanding of [synergies between social protection and public finance management](#), the ILO developed new approaches, tools, and knowledge products. In the framework of a programme funded by the European Union and implemented jointly by the ILO, UNICEF, and the Global Coalition for Social Protection Floors (GCSPF), the ILO prepared and disseminated a tool to review and improve public financial management. This included a new methodology to assess fiscal space for social protection (as applied in Angola and Malawi) and innovative proposals to use big data to improve

► Box 26. Strengthening statistical systems to monitor social protection

As custodian of SDG target indicator 1.3.1, the ILO prioritized strengthening national social protection statistical systems, including through training courses carried out at regional and country levels, with two training courses reaching 30 countries in Africa. The Social Security Inquiry (SSI) questionnaire (available on the ILO's Social Protection Platform) for monitoring social protection coverage was updated with data for 175 countries. As a result, several countries included social protection indicators in their national statistical frameworks, established inter-institutional working groups on social protection statistics and developed annual national statistical bulletins. Self-guided training packages were developed and disseminated in cooperation with the Turin Centre, as well as a guide on building national social protection statistical systems which is being piloted in Egypt and Eswatini.

responsiveness of social protection to economic shocks. Additionally, the ILO implemented regional training courses on financial management and results-based budgeting in Africa, Asia and the Pacific, and Latin America.

The ILO contributed to increasing the capacity of Member States to **integrate social protection in policy responses to support workers and employers during their life and work transitions**, with results achieved in nine Member States across all regions. Most of these results focused broadly on workers in the informal economy and in other diverse forms of employment. In Jordan, Oman and Viet Nam there were improvements in social protection legislation for better protection of migrant workers. Indonesia improved coordination of its unemployment insurance scheme with active labour market policies and employment services to support just environmental transitions.

Transformations in the world of work, such as the emergence of diverse work arrangements are changing conventional approaches to the provision of social protection. An [ILO/OECD/ISSA technical paper](#) contributed to the [G20 New Delhi Leaders' Declaration](#) in September 2023 which commits the G20 leaders to providing adequate and sustainable social protection for gig and platform workers. A review of the legal aspects relating to workers in the digital economy will provide guidance for addressing this challenge. Information on legal coverage for non-nationals across contingencies collected in 26 countries with substantial migrant populations helped in identifying barriers to coverage. A [global review of policy trends, statistics and extension strategies](#) published in 2022 offered data and recommendations to address social protection deficits of domestic workers. These and other products, particularly, [100 years of social protection: The road to universal social protection systems and floors – Volume II: 52 country cases](#), highlight the ILO's approach to strengthening social protection across the life cycle so that it adapts rapidly to the changing world of work.

Budget and expenditure

Total expenditure in outcome 8 during 2022–23 was US\$107.7 million, 41 per cent from the ILO regular budget, 57 per cent from extrabudgetary development cooperation contributions and 2 per cent from the RBSA. Voluntary contributions led especially to the development of social protection policies and legislation with the purpose of extending coverage and enhancing benefit adequacy. The RBSA dedicated to this outcome contributed to the achievement of eight results in eight Member States.

Top five development partners for outcome 7 (total budget in 2022–23)

► European Union	US\$22.1 million
► Multi Donor	US\$14.0 million
► MPTF/UNDP	US\$7.0 million
► Private sector	US\$4.8 million
► UNICEF	US\$4.3 million

► Table 14. Outcome 8: Strategic budget and expenditure

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	46.0	43.9
Extrabudgetary development cooperation	52.0	61.8
Regular Budget Supplementary Account	n/a	2.0
Total	98.0	107.7



Artisan working with sheepskin and wool. He is one of the beneficiaries of a grant received under the Local Employment Partnership Programme implemented by the ILO in Cahul district, Moldova. © Credit: Ion Buga /ILO

► Enabling outcomes

The ILO Programme and Budget for 2022–23 included three specific outcomes that relate to the optimal functioning of the Organization and support the delivery of the policy outcomes. During the biennium, the functioning of the Organization and the management of the Office was marked by a return to in-person meetings and operations as well as the progressive integration of remote and more flexible working practices that were predominant during the COVID-19 pandemic. In 2022, the Organization elected a new Director-General and efforts were stepped up to forge a Global Coalition for Social Justice with the overarching goal of ensuring that social justice be prioritized in national and global policymaking, in development cooperation, and in financial, trade and investment agreements. This section summarizes the major milestones and outputs delivered under the three enabling outcomes.²³

Outcome A. Improved knowledge and influence for promoting decent work

The ILO increased its efforts to disseminate and communicate timely research and data on labour market issues to inform policymaking and consolidate partnerships with like-minded organizations. During the first part of the biennium, the Organization's focus was still on the effects of COVID-19 in the world of work and the uncertain recovery. In the latter part, the emphasis shifted to the compounding crises generated by the wars in Ukraine and Gaza, and to the discussions about the thematic and governance arrangements of the Global Coalition for Social Justice. Overall, during this period, the ILO achieved most of the targets set in the Programme and Budget for 2022–23.

Decent work statistics, innovative sources and standards

Many countries requested the ILO's assistance to improve and conduct surveys using the latest statistical standards and to set up labour market information systems. Specific results in this regard were achieved in 28 Member States, half of them in Africa. At the global level, the focus was placed on the development of statistical standards and the organization of the 21st ICLS (box 27).

► Box 27. 100 years creating statistical standards for the world of work

The [International Conference of Labour Statisticians](#) (ICLS) is the global standard-setting body for labour market statistics. One century after its first meeting, the Conference gathered in Geneva in October 2023, bringing together 534 participants from 134 countries. The Conference included several thematic discussions and two special panels on how to enhance the measurement of social justice and on measuring digital platform employment.

The ICLS adopted a [resolution concerning statistics on the informal economy](#) that will enable countries to collect data and make better evidence-based policies for the 2 billion people working in the informal economy. In addition, the ICLS amended existing resolutions about the measurement of employment-related income, statistics on household income and expenditure, and statistics on work, employment and labour underutilization. The Conference also agreed to update the classification of occupations and to keep working on statistical standards about labour migration, digital platform work, skills, care work, industrial relations, and violence and harassment at work.

²³ Appendix IV contains a table with the targets set and results achieved for all output indicators under the three enabling outcomes.

In addition, there was an increase of almost 30 per cent in data for decent work-related [SDG indicators under the ILO's custodianship](#) produced by countries and reported annually to the United Nations. This information was used for the preparation of the UN Secretary-General's SDG reports in [2022](#) and [2023](#). SDG indicator 8.8.2 on labour rights was refined and finalized through tripartite consultations, enabling the ILO to report progress in this area for all the countries in the world. Data are disseminated through the [ILOSTAT](#) platform that underwent substantial enhancements in both content and functionality. The number of indicators expanded from approximately 600 to over 1,000 and the size of the databases more than doubled, growing from around 100 million data values at the close of 2021 to 268 million values at the end of 2023.

Partnership on collecting labour migration data continued with Statistics Korea (KOSTAT) and the African Union, and a new partnership was signed with Singapore's Ministry of Manpower on measuring digital platform employment. The ILO, the OECD and Eurostat produced a [Handbook on Measuring Digital Platform Employment and Work](#). The capacity-building programme on labour statistics, in collaboration with the Turin Centre, reached more than 1,000 participants.

Cutting-edge research and improved knowledge management

The ILO continued to develop gender-responsive research projects based on the knowledge needs of constituents and with clear and operational policy recommendations. Areas of focus during the biennium were, among others, the impact of COVID-19 in the world of work; the effects of environmental, technological and demographic changes in labour markets; the changing international political economy; and inequality. ILO research addressed how digital technologies can enable transitions to decent work, including formalization pathways, and the effects of automation and artificial intelligence on jobs and skills needs.

The ILO published five flagship reports during the biennium. In addition, the Organization produced working papers, policy briefs and books, and continued issuing the International Labour Review. Major publications in the biennium include [Greening Enterprises: Transforming processes and workplaces](#), [Transformative change and SDG 8: The critical role of collective capabilities and societal learning](#) and [The road to decent work for domestic workers](#). In collaboration with UN entities, financial institutions and academia, the ILO developed and published 186 cutting-edge knowledge products. The ILO provided ten [training courses on how to use research for evidence-based policymaking for decent work](#), many of them in the regions, reaching 300 representatives of governments, employers' and workers' organizations and other entities from 100 countries. The ILO also organized the [8th Regulating for Decent Work Conference](#) and co-organized other international events, such as the International Labour and Employment Relations Association ([ILERA](#)) [World Congress](#) in 2022 and 2023, and [the International Network on Digital Labour \(INDL-6\)](#).

Communication for increased uptake and visibility of the ILO's knowledge base

The ILO diversified its communication outputs and developed new channels, including the [ILO Live](#) platform, which streams live broadcasts of ILO events. Bespoke content was produced for new social media channels, including TikTok. The new [digital guides](#) provide a concise and interactive online summary of ILO flagship reports. The [ILO Voices platform](#) was developed to host multimedia human stories to highlight the results of the ILO's work, and greater focus was given to podcast production. After garnering an extraordinary level of interest generated by the effects of COVID-19 in the world of work, the number of views of the online ILO Newsroom went back to the pre-pandemic level.

The ILO communication strategy also put greater focus on social media channels where a large proportion of audiences consume information and data daily. More emphasis was placed on creating content to be accessed directly on the different platforms and to cater for their particularities. Audiences grew on almost all social media platforms, including LinkedIn, TikTok, Facebook, Instagram and X (formerly

Twitter). The number of followers of the DirectorGeneral's X (formerly Twitter) account saw a 470 per cent increase from October 2022 to October 2023.

Enhanced partnerships for policy coherence and cooperation

Partnerships and development cooperation remained essential for delivering the ILO's programme of work. In 2023, the Governing Body discussed the [mid-term review of the ILO Development Cooperation Strategy 2020–25](#) and its Implementation Plan. Overall, the Office made substantial progress in the four pillars of the strategy: services to constituents; partnerships for policy coherence; partnerships for funding; and efficiency, decent work results and transparency. Areas that required accelerated action included, among others: (i) guidance for ILO staff on developing constituent capacity; (ii) the integration of decent work into national financing frameworks and UNSDCF; (iii) the diversification of voluntary funding sources; and (iv) the enhancement of the ILO's [Environmental and Social Sustainability Framework](#), with a special focus on measures against sexual exploitation and abuse.

The ILO and the issue of decent work gained visibility during the COVID-19 crisis. In its aftermath, the Global Coalition for Social Justice provided momentum to strengthen alliances with other organizations. Eleven partnerships were newly established or renewed during the biennium, including with the Islamic Development Bank and the United Nations Industrial Development Organization (UNIDO) as well as with China to promote skills in ASEAN Member States. The ILO continued its support to the BRICS Employment Working Group and its Labour and Employment Ministers' Meeting. Many new partnerships were initiated to promote South–South and triangular cooperation and the [South–South Platform](#) was further developed with updated fact sheets and results from initiatives funded by countries of the global South.

The engagement of social partners in UNSDCF increased over the biennium. In 34 Member States, constituents actively participated in their design or in the development of DWCPs after having benefited from the ILO's capacity-building initiatives, in collaboration with the Turin Centre.

The ILO successfully positioned its foreign aid work in the context of an overall increase in funds in response to the influx of refugees into donor countries and the provision of support to Ukraine. In 2022–23, the ILO secured a record US\$992 million in approved voluntary funding contributions, due particularly to substantial increases in contributions from the Netherlands, the United States, Germany and Colombia. This amount includes US\$31.6 million of core voluntary funding for the RBSA. Unearmarked and lightly earmarked contributions for thematic priorities increased compared to previous biennia.

A significant proportion of development cooperation funding during the biennium was dedicated to improving decent work prospects for forcibly displaced persons and host communities, skills development, social protection and fundamental principles and rights at work. While the increase in funding from the United Nations was lower than expected, the ILO participated in many UN Joint Programmes, including those funded by the European Commission as well as by the UN Secretary-General's Peacebuilding Fund. In 2022–23, the ILO expanded its footprint by implementing development cooperation projects in 144 countries and territories across all regions with the support of 140 funding partners from the public and private sectors. The evaluations carried out found that, while efficiency requires particular attention, development cooperation projects were strategically relevant and coherent, and achieved good results in terms of sustainability and impact.

Outcome B. Improved leadership and governance

The ILO continued to provide support to constituents and make improvements to the functioning of its governance organs. It reinforced its efforts to enhance the Organization's influence and impact within the UN system. The World of Work Summit at the 111th Session of the Conference created momentum for placing social justice at the heart of the [UN Sustainable Development Agenda](#). The forging of the Global Coalition for Social Justice was aimed at intensifying the impact and broadening the scope of ILO action.

The Office ensured the provision of evidence-based documents, briefings on policy issues and high-quality, independent and timely legal services to support decision-making by the governance organs. Through the adoption of best practices, increased collaboration with UN system organizations and the optimization of processes and enhanced tools, the Office continued to ensure effective and efficient leadership, governance, oversight and evaluation, providing assurance to constituents and increasing transparency.

Enhanced leadership, strategic direction and support to governance organs

The experience gathered during the pandemic was useful in improving the functioning and inclusivity of the ILO Governing Body and the International Labour Conference. While the meetings of these organs went back to being conducted fully in person, the possibility of remote access to some sessions and sittings was granted. The ILO also accepted pre-recorded video statements for the plenary of the Conference and implemented a fast-track approach for processing non-controversial items. In-person meetings of the Governing Body and the International Labour Conference in 2022 and 2023 facilitated the discussion of very complex policy and organizational matters, including: (i) the follow-up to requests from the supervisory bodies in several countries; (ii) the ILO response in Ukraine; (iii) the ILO response to crises in the occupied Arab territories; and (iv) the referral to the International Court of Justice of the dispute concerning the interpretation of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87).

The reform of regional meetings was launched, aiming to further advance the ILO global strategy at regional level coupled with more efficient use of resources, based on consultations and guidance by the tripartite constituents. Through the introduction of new computer-assisted translation and terminology systems, the ILO optimized documents production in the seven ILO working languages, therefore facilitating the work of the governance organs.

The ILO further improved its strategic planning and programming processes with clear linkages between the global and country-level objectives and the results framework. The ILO continued to support its constituents in participating in the development of UNSDCFs and DWCPs, ensuring the alignment of these planning instruments with their priorities, the Programme and Budget and the 2030 Agenda. New DWCPs were approved in 19 Member States and one territory during the biennium.

Strengthened oversight, evaluation and risk management

The [independent evaluation of the ILO's evaluation function](#) carried out in 2022 reaffirmed that the Organization is well equipped to systematically assess its performance, ensuring accountability. The evaluation also pointed out the need to increase the uptake of recommendations and improve learning. Based on these insights, the ILO's Evaluation Office (EVAL) formulated a strategy for 2023–25 that includes a criteria-based evaluation planning system to enhance the learning potential of evaluation results. The evaluation report repository, i-eval Discovery, was revamped and upgraded. A total of five high-level evaluations were completed and presented to the Governing Body during the biennium. Additionally, seven thematic synthesis reviews, three meta-studies and five “think pieces” were produced to disseminate evaluation results. Targeted results have also been achieved in the follow-up of management responses to evaluation recommendations and in the certification of evaluation managers, with the latter showing success in building a network with evaluation expertise.

The Office of Internal Audit and Oversight (IAO) continued to deploy its resources in high-risk areas both in the administrative and project portfolios of the Office and issued 23 audit reports in total, including 5 for the Turin Centre. The External Auditor issued unmodified audit opinions on the consolidated financial statements of the financial years 2021 and 2022 and presented its reports to the Governing Body with recommendations on various processes and functions.

The Office updated its risk management and monitoring system and developed a risk register template to provide a more complete view of the risks faced by country offices, incorporating common challenges identified by EVAL and the IAO in managing field operations. This system references the relevant policies and guidance available to manage risks and suggests appropriate responses. A corporate fraud risk assessment was completed and business continuity plans for all field offices were updated.

Outcome C. Optimized use of resources

To optimize the use of ILO resources and ensure they yield sustainable results, the Office developed management systems and business processes supported by an upgraded digital and physical infrastructure adapted to a changing operational environment, ensuring transparency, accountability and value for money. The ILO was also able to attract and retain highly qualified, motivated and efficient staff with the appropriate skills and the highest ethical standards, fostering an organizational culture that encourages a human-centred approach to continuous improvement.

Improved operational strategies, systems and transparency

Several of the systems and practices introduced to manage the assets of the Office and the operational activities during the COVID-19 pandemic were enhanced and adapted to generate efficiencies in the post-pandemic period. This includes, for example, more frequent and impactful remote participation in UN country teams, even in places where there is no permanent ILO office or staff, and better integration of staff from development cooperation projects with the UNSDCFs and DWCPs. In November 2022, the ILO updated its travel policy to ensure that essential missions are carried out in a cost-effective manner without generating undue fatigue or stress in the staff.

In addition, the ILO increased transparency by publishing financial and results data in accordance with the [International Aid Transparency Initiative](#) (IATI) standard. The ILO also maintained a high level of compliance with the transparency standards set by the [OECD Development Assistance Committee](#) (OECD/DAC) and the [UN Chief Executives Board for Coordination](#). Improved access to ILO data supports adaptive management and allows constituents, partners, beneficiaries and the public at large to use the information for coordination, learning, communication and accountability purposes.

Improved reliability and capacity of the digital and physical infrastructure

The Office expanded the accessibility and availability of its information technology (IT) products and services, strengthened remote work capabilities, enhanced operational efficiency, and reduced administrative overheads, all while maintaining a commitment to sustainable resource utilization within the ILO. The IT governance processes were refined to ensure effective evaluation and prioritization of growing demand, aligning funding decisions with business criticality. Enhancements have been implemented across IT platforms and services to foster teamwork, communication and transparency in reporting. Digital publishing increased, ensuring accessibility.

The ILO continued to implement its Integrated Workplace Management System (IWMS) to replace custom-made and obsolete software applications. In 2023, 8 out of 12 legacy applications, considered as the highest priority, were migrated to a new system and rolled out to the relevant offices. In response to increased risks of a major cybersecurity event compromising the availability, integrity and confidentiality of ILO systems and information, the Office enhanced controls and developed security awareness training and communication materials. Furthermore, in response to a security assessment indicating that the ILO's electronic voting system infrastructure was no longer fit for purpose, a new cloud-based system was implemented and used for all voting that occurred during the International Labour Conference in 2023.

Renovation work on ILO premises in several parts of the world and the headquarters building continued during the biennium, with a focus on functionality, security and environmental sustainability. A series of measures were adopted to further enhance water efficiency as part of the headquarters renovation, as well as to raise awareness of ILO staff on practices for efficient water use. It is expected that these initiatives will generate results in 2024–25. The greenhouse gas emissions from air travel in 2022 were below those generated before the pandemic, therefore reducing the carbon footprint of ILO operations, a key indicator of the ILO's Environmental Sustainability Policy.

A highly performing, motivated and diverse workforce

The Office further developed policies and tools to nurture a diverse, inclusive and mobile workforce with the skills required for effective delivery of the ILO mandate. Key policies were designed and implemented with a view to supporting the achievement of the ILO Human Resources Strategy targets. Following the introduction of new modalities for parental leave by the International Civil Service Commission (ICSC) in July 2022, ILO staff regulations and procedures were updated, effective from 1 January 2023, and a new collective agreement on [Maternity Protection and Parental Leave](#) in the ILO was negotiated between the Office and the Staff Union. A policy on flexible working arrangements was introduced in July 2023, supported by a comprehensive communications campaign and workshops for managers and staff. Furthermore, the Office started developing and negotiating policies on mobility, disability-inclusive employment and reasonable accommodation.

All these policies have the common aim of ensuring that the ILO is an employer of choice for diverse applicants and its own staff. To attract talent, in 2023, the Office engaged in a range of outreach activities, focused on diverse groups, including persons with disabilities and senior-level women. The rate of P5 or higher regular budget professional positions being filled by women increased to 43 per cent, above the target set for the biennium. A specific programme was developed to prepare national officers from under- or non-represented countries to apply for international professional positions, with a view to increasing mobility and geographical representation. Efforts have also been made to reach out to applicants with experience from employers' and workers' organizations. A comprehensive recruitment toolkit was rolled-out to expedite the filling of key positions for the implementation of development cooperation projects.

The Office developed a comprehensive taxonomy of the core competencies and technical skills needed to deliver on policy outcomes for 2024–25 and beyond, and gathered information on existing skills of staff in different positions and categories. This will be the basis for an analysis of skills gaps and the implementation of staff development activities to address them.

The Office also strengthened its focus on ensuring that the ILO maintains a respectful and empowering work environment. Specific initiatives in support of mental health and well-being were promoted in accordance with the Office commitment to the UN's [Workplace Mental Health and Well-being Strategy](#). Workshops focusing on effective performance management were delivered to staff and managers globally and a new e-learning module on performance management was developed. A revised framework of progressive disciplinary sanctions was introduced on 31 October 2023 and a disciplinary committee was established. New mandatory e-learning was introduced in 2023 on preventing abuse of authority, harassment, sexual harassment and discrimination to complement the existing mandatory e-learning on prevention of sexual exploitation and abuse that has been available since 2021.

Capacity for change, innovation and continuous improvement

In 2022, the Office decided against establishing a dedicated unit to promote knowledge and innovation across the Organization and designed a [new integrated strategy on knowledge and innovation](#), which was approved by the Governing Body in March 2023. This shift did not affect specific innovation activities, programmes developed by different teams and organizational units, nor the participation of the ILO in UN-wide innovation activities and networks. The Turin Centre created a learning innovation laboratory

and further developed the use of technology for capacity-development activities, including virtual reality and artificial intelligence. The [Skills Innovation Facility](#) launched four innovation calls during the biennium, including a [joint initiative with the Islamic Development Bank](#) on green skills for youth, and national challenges in [India](#), [Malaysia](#) and [South Africa](#) focusing on just transitions, gender equality and digitalization.





Artisan painting clay pots after firing in Puttalam District, Sri Lanka. © Copyright: Perera Y.R. / ILO.



Part III

▶ **Lessons learned, challenges and future prospects**

The Office attaches great importance to learning from what has worked well and what has not in delivering the ILO programme. To draw overarching lessons, it relies on independent, external and internal evaluations, as well as on its own experience and performance analysis. In addition, feedback from constituents on the relevance and quality of the ILO's services during the biennium provides valuable insights into effective practices as well as opportunities for improvement. The Office aims to build on the following key lessons learned in 2022-23 to enhance ILO performance and effectiveness going forward.

► Catalyzing action to deliver on social justice and decent work

The delivery of the ILO programme in 2022–23 unfolded in a context of global economic slowdown and sluggish employment growth, with rising inequalities within and across countries and compounding crises disrupting the working lives of millions of people around the world. These crises – from climate change to growing distrust of public institutions – combined with emerging opportunities opened up by the increased digitalization of the economy and transformations in work organization, have had a profound impact on labour markets. Each of these crises reflects deficiencies in existing systems and policies and highlights structural inequalities that are erasing progress and reversing advances made over recent decades.

In this context, the ILO's quest for social justice gained new impetus in the biennium as an essential element of long-term solutions to respond to the changing needs of constituents and to reach those most in need. As part of this process, the World of Work Summit, hosted by the ILO under the theme "Social Justice for All" during the 111th Session of the International Labour Conference in June 2023, has built a broad consensus on and strong support for forging a [Global Coalition for Social Justice](#) towards lasting peace and shared prosperity for humanity.

► The ILO has been at the forefront of laying out a roadmap to navigate a transition to a sustainable and just future of work. The foundation of that road must be social justice. [...] I see such a coalition as a crucial force to help advance the Sustainable Development Goals and meet the challenges of today and tomorrow. At its heart, this effort is about rebuilding the social contract through people-centred policies grounded and guided by social justice. The social contract must have women and young people at the centre and encompass equal opportunities for all: access to essential services; lifelong education and training; decent jobs; and social protection.

► **Source:** ILO, [United Nations Secretary-General António Guterres's address at the World of Work Summit](#), June 2023.

At the international level, the Global Coalition provides the ILO with new opportunities to wield its tripartite convening authority – within the bounds of its mandate – to lead and shape the global debate in the lead up to milestone events such as the Summit of the Future in 2024 and the World Social Summit in 2025. This includes taking advantage of the "[Working Party on the New Social Contract for Our Common Agenda](#)", established at the 349th Session of the Governing Body, to mobilize ILO tripartite wisdom and expertise and build consensus for the expected outcomes of the summits and their follow-ups.

It is important to note that the Global Coalition will serve as a platform to generate political commitments and investments in the pursuit of social justice and decent work by mobilizing multilateral cooperation and concerted action at the global, regional and national levels. In this regard, experience from 2022–23 showed that the coordinated and coherent action needed in support of social justice remains a significant challenge across the international development system. Fostering partnerships while focusing on comparative advantages will remain key for demonstrating the effectiveness of the multilateral system in making societies and economies more cohesive, productive and inclusive.

At the country level, the renewed focus on social justice offers opportunities to further progress in policy areas of ILO work where greater coordination and coherence with other partners is needed. It also has the potential to allow for a better inclusion of constituents' priorities in the UNSDCFs. In this regard, clear progress was observed in 2022–23 compared to previous years. Data collected by the ILO shows that by mid-May 2023, in 20 out of 64 countries with active or draft DWCPs (31 per cent), at

least one of the DWCP priorities was reflected verbatim in the UNSDCF. During the biennium, ILO field offices continued to actively engage with resident coordinators and UN country teams to ensure that the tripartite agreements concluded under DWCPs make their way into the UNSDCFs. The same source of information indicates that by mid-May 2023, out of 134 countries in which UNSDCFs have been or are being adopted, the social partners are or were involved in the plan development processes in 89 countries (66 per cent). Despite regional diversity, this means that in two thirds of the countries with UNSDCFs, the social partners were involved to a certain extent in the development process.

► Greater social justice gives us a cause to rally around. But is much more than that. It is a driving force that can steer us towards a more equitable and sustainable future. As such, it must become our guiding principle, for both policies and action. In pursuing this cause, we must not underestimate the importance of a redynamized multilateralism, which is essential if we are to effectively tackle the interconnected crises of our times and rebuild trust in governance; rebuild trust in the UN system. If we are to create a renewed social contract, it will need to be driven by solidarity, by fairness and – above all – by social justice.

► **Source:** ILO, [ILO Director-General Gilbert F. Hounbo's opening remarks at the World of Work Summit](#), June 2023.

In 2024–25, the ILO will need to redouble its efforts to engage with UN system coordination at country level, to ensure further alignment and coherence on the ground. The [Global Accelerator on Jobs and Social Protection for Just Transitions](#) is one of the main initiatives under the Global Coalition, designed to address social justice at the country level. It has the potential to generate powerful synergies and offer sustainable and integrated solutions to create a virtuous cycle of development. However, its impact will depend on strong partnerships among all stakeholders and will require substantial financing.

Experience gained during the biennium suggests that for the ILO to successfully deliver on its social justice mandate and enhance its leadership role thereon, reinforcing internal coherence and coordination within the Office is needed. Despite significant progress made over the years, the Office should go further in institutionalizing integrated policy solutions and approaches that span different thematic areas of the ILO's work, combine different means of action of the Organization, and draw on a critical mass of expertise across the administrative structure.

► The ILO excelled in conducting research and knowledge-sharing on [fundamental principles and rights at work] FPRW and adapted well during the COVID-19 pandemic, assisting tripartite constituents in addressing labour rights issues. Nevertheless, it missed opportunities to fully integrate its 2017–23 integrated strategy on FPRW across different parts of the Office. The intersection between the ILO's supervisory body and development cooperation activities remained narrow, with limited holistic responses to identified FPRW deficits. Dependence on donor priorities added complexity to aligning efforts toward the objective of addressing this deficit.

► **Source:** ILO, [Independent high-level evaluation of ILO's strategies and action on fundamental principles and rights at work, 2018–23](#), 2023, 12.

The four priority action programmes established in the [Programme and Budget for 2024–25](#) have been designed to foster integrated cross-Office action and collaborative working modalities across departments at headquarters and in field offices. These are: (i) transitions from the informal to the formal economy; (ii) just transitions towards environmentally sustainable economies and societies; (iii) decent

work in supply chains; and (iv) decent work for crisis response. They are expected to support policy coherence, the consolidation and expansion of in-house expertise and knowledge and the engagement of constituents on key policy areas that cut across the policy outcomes and that present significant challenges and opportunities for the promotion of social justice. These action programmes, implemented in close cooperation with the tripartite constituents, will contribute to strengthening the impact of the Office's activities at country level and the stronger positioning of the ILO globally by engaging with the multilateral system and development partners.

The challenge is to ensure that policy coherence, coordination and synergy start from within and across the priority action programmes, and their functioning and working methods are instrumental for that purpose. This calls for breaking the silos and working as “One ILO” to ensure that the priority action programmes do not result in another layer of bureaucracy, additional internal competition, or increased “coordination costs”, but instead do provide an enabling framework for effective coordination and integration of policies and activities across the different areas of work, ensuring the provision of consistent integrated support to constituents.

► Cementing the ILO’s position as the thought leader on decent work through cutting-edge knowledge and advocacy

In 2022–23, the ILO expanded and deepened its efforts to generate and disseminate evidence-based knowledge on world of work issues, including by increasing collaboration with UN entities, international financial institutions and academia. The focus shifted from COVID-19 recovery to the effects of interlinked geopolitical conflicts and the ramifications on the world of work. ILO flagship publications such as the thematic *World Employment and Social Outlook: Trends 2022*, the *World Employment and Social Outlook: Trends 2023* and the *Global Wage Report 2022–23* provided new data and insights into the impact of multiple crises on labour markets and workers. The *Social Dialogue Report 2022* provided for the first time a comprehensive look at the diversity and importance of collective bargaining around the world, and attracted worldwide media attention.

The experience acquired during the biennium confirmed once again that to remain relevant to its constituents and the international community, the ILO must offer robust and timely empirical evidence and sound analysis thereof in support of its policy guidance and advice. Knowledge products proved to be more likely to produce change when anchored in dialogue with constituents and decision-makers. Looking ahead, continued efforts are required to further streamline, consolidate and better coordinate ILO knowledge products, including the existing suite of flagship publications, to achieve higher visibility and impact. The periodic flagship report on social justice, due to be released for the first time in 2025, will offer an opportunity to tap into the unique expertise and knowledge base of the ILO and provide an up-to-date picture of the state of social justice in the world, placing a spotlight on particularly innovative and transformative policy approaches to address outstanding world-of-work issues.

► Surveys, diagnostics and analytical reports produced by the ILO on many topics supported the Organization’s own experts’ recommendations and helped guide national priority-setting and policies. The ILO’s technical assistance and use of local experts also contributed to enhancing national counterparts’ research capabilities, albeit to a somewhat limited extent.

► **Source:** ILO, *High-level independent evaluation of the ILO’s Decent Work Country Programme in Central Asia, 2018–22*, 2022, 4.

Experience gained during the 2022–23 period also reconfirmed the importance of robust statistical standards to inform and shape national and global policymaking. In October 2023, the 21st session of the International Conference of Labour Statisticians (ICLS) marked the 100th year of standard setting in labour statistics since the first one took place in 1923. It brought together 542 participants from 134 Member States and adopted several resolutions that will enable countries to collect data and make better evidence-based policies for billions of working people, including in the informal economy. Based on feedback received during the ICLS, the ILO will need to intensify support and guidance in languages other than English, as well as in key areas of need, such as the dissemination of statistics based on updated standards and methods.

► If we want to improve the world of work, we need data. Whether it is tackling child labour or forced labour, whether we want to promote gender equality or understand the latest labour market trends, labour statistics are at the core. They tell us where we are, where we need to be and how, through standard setting in labour statistics, we get there. The ILO has been setting statistical standards on decent work for 100 years. [...] Now more than ever we need transparent and accurate ways to measure progress toward social justice. Better measurement and data means better policies for citizens and for decent work.

► **Source:** ILO, [ILO Director-General, Gilbert F. Houngbo, 2023](#).

Experience gained during the biennium also brought to the fore some major obstacles and challenges to achieving the objective of wider implementation of international statistical standards and the establishment of good measurement practices based on ILO guidance and tools. Because of the impact of the COVID-19 pandemic, surveys in many countries were either delayed or cancelled due to the combination of resource constraints and restrictions on the ability to undertake face-to-face interviews, the most common mode of data collection globally. These circumstances, along with other bottlenecks such as capacity and expertise constraints, contributed to the creation or exacerbation of data gaps. All in all, while ILO tools and support to produce labour statistics proved to be effective, one major lesson learned is that outreach and communications can often be challenging and may limit the impact of the work done. To address this shortcoming, the Office has already taken action to improve the way in which it shares methodological materials and guidance, proposing new channels and content to improve accessibility and leverage wider ILO communication efforts.

Despite the progress made in 2022–23, the commitment to strengthen the ILO knowledge management function did not materialize as forecasted in the Programme and Budget for the biennium. The unit responsible for promoting knowledge and innovation across the Office was not established. As noted earlier in this report, this decision did not affect specific innovation activities or programmes developed by different teams and organizational units. The result, however, is that the Office has not lived up to its ambition to foster more cooperative ways of working to support the development of integrated policy approaches. Deploying Office-wide systems for improved data and content management, and improving knowledge sharing – both internally and externally – will remain priorities for 2024–25.

► Boosting ILO resilience and agility

In 2022–23, in a context characterized by mutually compounding crises and uncertainty, the ILO, guided by Recommendation No. 205, managed to strike a balance between pursuing opportunities to innovate and taking a cautious approach to risk. This allowed the Office to continue to follow emerging priorities while remaining firmly rooted in its social justice mandate and the agreed programme of work. Through

an adaptive management approach that helped accommodate continuous adjustments based on data analysis and on information gathered from the field, the ILO was able to continue to respond to constituents' needs, including in crisis and post-crisis situations.

► The ILO has effectively engaged in post-conflict recovery contexts by tackling unemployment, social protection and the erosion of labour standards. Even in challenging contexts, there are examples of successful policy engagement, capacity-building programmes and employment generation. [...] However, effectiveness in conflict areas is hindered by operational and logistical barriers. [...] Other than internal procedures, the biggest challenge for the ILO model to ensure effectiveness is political fragmentation among tripartite constituents.

► **Source:** ILO, *Independent high-level evaluation of the ILO's post-conflict and recovery work in the Arab States region, with emphasis on Iraq and Yemen (2019–23)*, 2023, 10.

Evaluations conducted during the biennium highlighted the relevance of the ILO model when large-scale humanitarian emergencies give way to periods of sustainable development. However, constraints related to operational procedures, resources and institutional bottlenecks often hindered the ILO's effectiveness. Across the board, a more agile and streamlined response is required if the ILO wishes to be a key player in recovery contexts across the humanitarian-development-peace nexus. The ILO, in line with its mandate, can offer concrete solutions through agile and effective interventions. This will require the Organization to adapt its response according to crisis type and the measures to be taken, as well as the resources allocated to these crises.

More strategic thought is also needed on how to deal with the splintering and disagreement among tripartite constituents and their role in the humanitarian-development-peace nexus. The ILO is developing a coherent strategy on how to work with tripartite constituents in crisis settings and fragmented political contexts. In 2024–25, the Priority Action Programme on Decent Work in Crisis and Post-Crisis Situations will coordinate action across the Office and will spearhead improvements in this area through its enabling functions. Focus will be on ensuring early engagement of ILO constituents in fragile settings and increasing agility in the ILO's response. To effectively operate in an increasingly volatile and unpredictable context, it might be necessary for the Organization to consider creating an Emergency Relief Fund.

The COVID-19 pandemic served as a real-time stress test for business continuity management and it accelerated the digitalization of the provision of ILO service to constituents. With the ILO's work increasingly relying on information technology, cybersecurity has become a critical component of organizational resilience. Following the recommendation of the Joint Inspection Unit (JIU), the Office commissioned an assessment of cyber resilience maturity in the ILO from the UN International Computing Centre. The assessment resulted in an overall cybersecurity maturity rating of 3.58 out of 5, placing the ILO's cybersecurity processes in the upper half of the model's third maturity level. It showed that multiple ISO 27001 cybersecurity controls have already been implemented and are aligned with recommendations made by the JIU. The assessment also identified opportunities to further enhance cybersecurity controls.

► Cybersecurity controls [in the ILO] that were assessed as “compliant” align with the ISO 27001 standard for industry best practice. Those that were assessed as “partially compliant” align to some extent with the ISO 27001 standard, but an issue exists that may be considered a minor nonconformity during an ISO 27001 certification audit. A mitigation plan would need to be in place to achieve and maintain certification.

► **Source:** ILO, Review of the ILO's cybersecurity framework, [GB.346/PFA/3](#), 5.

In 2024–25, the Office will continue to invest in its IT infrastructure and enhance cyber resilience in line with the [ILO Information Technology Strategy 2022–25](#). Increased efforts will be placed on (i) integrating information on risk management into the enterprise risk management system; (ii) strengthening risk monitoring and conducting risk assessment and security testing of its Internet of Things (IoT) network; (iii) enhancing information security governance; (iv) lifting information security culture; and (v) developing security risk-based guidance and checklists to assist managers and staff.

Although the future of the hybrid workplace and the impact of emerging technologies on the ILO's own working methods remain difficult to predict, the Office applied lessons learned during the pandemic with a view to ensuring both the continuity of ILO services and the health and safety of its staff. Building on the experience of virtual working during the COVID19 pandemic, the Office rolled out an 18-month pilot policy on New Flexible Working Arrangements from 1 July 2023. The policy establishes that staff can regularly telework from home up to three days per week.

►► [...] The pandemic forced ILO to produce agile and innovative responses in its service delivery. Now, the Organization is better placed to encourage a culture of continuous improvement that follows this approach. The crisis response showed that leadership and putting in place the right collaborative structures can improve organizational coherence and break down silos. The leaps taken in the ILO's technological capacity can facilitate this. Digital delivery of ILO services offers opportunity to expand reach and scale, but there is a digital divide, especially in low-income countries, and the accessibility of these services needs to be considered. [...] The pandemic will have an enduring effect on the ILO's service delivery approach, reducing travel and allowing engagement with constituents more regularly and directly online. However, in-person missions still bring many benefits in addition to those achieved by online contacts. Before the pandemic, OSH was mainly associated with industrial safety and hygiene such as the prevention of occupational accidents. The pandemic has highlighted additional dimensions, such as mental health in the workplace, which have not received sufficient attention.

► **Source:** ILO, [Independent High-Level Evaluation of ILO's COVID-19 response 2020–22](#), 2022, 170.

This hybrid workplace is being put in place and will itself continue to shape the ILO delivery model across multiple dimensions:

- from investment in digital and physical infrastructure to ensuring safe and healthy working conditions;
- from expanding the diversity, skills and capacities of ILO staff to making expertise available beyond geographical boundaries;
- from office space management to efficiency gains for technical work; and
- from simplifying administrative procedures to cultivating the organizational culture.

The Office needs to properly implement the policy and monitor its all-round implications for the Organization. A comprehensive and timely assessment of its application will have to be undertaken to inform future improvements in ILO service delivery modality.

► Optimizing the use of resources for results and impact

In a context of significant fiscal constraints and heightened instability, combined with increasing demands for ILO services, it is incumbent on the Organization to ensure the most effective and efficient use of all its resources to maximize its results and impact.

In 2022–23, the Office pursued a trajectory of continuous improvement in the integrated management of resources aligned with the programme and budget priorities. Following up on the findings and recommendations of the ILO's External Auditors, reports providing updated information on the status of the planning and delivery of the different funding sources by outcome and by region were prepared periodically as an input to the review of the progress in the implementation of the ILO programme. This development proved useful to enable timely decisions on programming and repurposing of resources, building on accurate information on commitments, evolving needs and expenditure patterns. In parallel, measures were also introduced to guide the effective and timely delivery of RBTC resources throughout the biennium.

► We recommended that ILO should enhance the monitoring of resource allocation and utilization to optimize deployment of resources by including in the [Outcome-based workplan] OBW review an analysis on the manner resources (XBDC, RBTC and RBSA) are planned, allocated and distributed thus, the immediate determination of resource gaps in its fund distribution to each policy outcome.

► **Source:** ILO, *Financial report and audited consolidated financial statements for the year ended 31 December 2021 and Report of the External Auditor*, 2022, 112.

During the biennium, the ILO also lived up to its commitment to make more strategic use of RBSA funding by allocating available resources in support of the overarching objective of consolidating and sustaining support to constituents' efforts to recover from the COVID-19 crisis. The focus was on a set of country-level interventions in specific priority thematic areas, namely gender equality and non-discrimination, formalization and just transitions in the context of climate change and the digitalization of economies. While it is not possible to draw conclusive lessons on interventions that are still under implementation at the time of writing this report, evaluative information gathered during the biennium provided compelling evidence on the positive impact and effectiveness of RBSA-funded interventions in achieving their objectives and delivering meaningful results. It also reaffirmed the value added of the RBSA funding modality in fulfilling the ILO's mandate. Going forward, the ILO will build on these findings by focusing on the areas in which performance was found less positive, and on any weaknesses remaining, for example in the monitoring and reporting practices and procedures of RBSA-funded initiatives.

► The RBSA fund showcased significant strengths. Its flexibility and agility have proven to be highly efficient and cost-effective compared to other funding sources, enabling effective resource redistribution and timely responses to emerging needs. Donors interviewed expressed a strong level of trust in the ILO's capacity to utilize unearmarked funding, highlighting their confidence in the organization's ability to deliver impactful results.

► **Source:** ILO, *Assessing strengths and challenges of RBSA-funded interventions: A meta-analysis of ILO RBSA-funded interventions, 2018–22*, i-eval THINK Piece, No. 24, June 2023, 16.

Development cooperation programmes and projects continued to play a critical role in supporting the delivery of the ILO's programme. Evidence from evaluations of development cooperation performance showed that looking at trends over time, results for 2022 were stronger than for previous years in terms of overall strategic relevance and coherence, the promotion of cross-cutting policy areas, and sustainability and impact. Pro-poor targeting and inclusion of specific vulnerable groups in project design and implementation was an area of significant progress in 2022, as was the elaboration and promotion of normative work and international labour standards. Key strengths were associated with building capacities, developing knowledge and establishing strategic relationships, while challenges were noted regarding disability inclusion and environmental sustainability. Notable weaknesses were related

to goal orientation, monitoring and reporting, showing areas where further work is still needed. In 2024–25, efforts will be pursued to ensure a better alignment of development cooperation interventions to the programme and budget priorities, and to enhance accountability for results through improved monitoring systems. Particular attention will be given to strengthening focus on and accountability to end-beneficiaries, as recommended by the Multilateral Organisation Performance Assessment Network (MOPAN) [assessment of the ILO](#) conducted in 2021. Drawing from evidence from evaluation reports from 2022 and a meta-analysis, an Evaluation Office report identified the following insight, among others, to consolidate and improve ILO's performance.

► Promote Office-wide understanding of why the development and use of results-based management, monitoring and reporting frameworks, and allocation of specific resources to support these, are important, while keeping these frameworks flexible and adaptable to different contexts, especially in multi-country initiatives.

► **Source:** ILO, *Decent work results and effectiveness of ILO operations: An ex-post meta-analysis of development cooperation evaluations*, 2022, 2023, 70.

As part of its efforts to meet the necessary quality standards in terms of transparency and accountability on the use of the resources and results achieved, in 2022–23 the ILO further strengthened its information, monitoring and reporting of performance data through platforms such as the [International Aid Transparency Initiative](#) (IATI). In 2022, approximately 52 per cent of the ILO's financial data was included in IATI publications and coverage was expanded to encompass RBTC data in addition to the previously published RBSA and extrabudgetary development cooperation data. In 2023, the ILO started to publish monthly data updates in IATI. Further progress in this area will continue to be a priority in 2024–25.



Worker producing brushes at the Misrach Centre in Addis Ababa, Ethiopia. This centre provides employment and vocational training for those who suffer from a handicap. © Copyright: Marcel Crozet / ILO.

Appendices



► Appendix I

Ratification of international labour standards in 2022–23

Instrument	Number of ratifications	Member States
Fundamental Conventions	24	
C029 – Forced Labour Convention, 1930 (No. 29)	2	Brunei Darussalam, China
P029 – Protocol of 2014 to the Forced Labour Convention, 1930	4	Australia, Bangladesh, Malaysia, Mexico
C087 – Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)	1	Guinea-Bissau
C100 – Equal Remuneration Convention, 1951 (No. 100)	1	Liberia
C105 – Abolition of Forced Labour Convention, 1957 (No. 105)	2	China, Japan
C138 – Minimum Age Convention, 1973 (No. 138)	3	Australia, Bangladesh, Liberia
C155 – Occupational Safety and Health Convention, 1981 (No. 155)	6	Azerbaijan, Congo, Islamic Republic of Iran, Italy, Lao People's Democratic Republic, Madagascar
C187 – Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)	5	Italy, Lao People's Democratic Republic, Lesotho, Madagascar, Nigeria
Governance Conventions	6	
C081 – Labour Inspection Convention, 1947 (No. 81)	2	Botswana, Papua New Guinea
C129 – Labour Inspection (Agriculture) Convention, 1969 (No. 129)	3	Botswana, Congo, Panama
C144 – Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)	1	Papua New Guinea
Technical Conventions	67	
C097 – Migration for Employment Convention (Revised), 1949 (No. 97)	1	Congo
C102 – Social Security (Minimum Standards) Convention, 1952 (No. 102)	5	Comoros, Côte d'Ivoire, El Salvador, Iraq, Sierra Leone
C143 – Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143)	2	Congo, Nigeria
C148 – Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148)	2	El Salvador, Uzbekistan
C151 – Labour Relations (Public Service) Convention, 1978 (No. 151)	2	Congo, Lesotho
C154 – Collective Bargaining Convention, 1981 (No. 154)	2	Congo, El Salvador
C157 – Maintenance of Social Security Rights Convention, 1982 (No. 157)	1	Congo
C159 – Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)	1	Bahamas
C160 – Labour Statistics Convention, 1985 (No. 160)	2	North Macedonia, Sierra Leone
C161 – Occupational Health Services Convention, 1985 (No. 161)	1	Madagascar
C167 – Safety and Health in Construction Convention, 1988 (No. 167)	1	Uzbekistan
C170 – Chemicals Convention, 1990 (No. 170)	2	Switzerland, Ukraine

Instrument	Number of ratifications	Member States
C174 – Prevention of Major Industrial Accidents Convention, 1993 (No. 174)	1	Switzerland
C175 – Part-Time Work Convention, 1994 (No. 175)	1	Kazakhstan
C177 – Home Work Convention, 1996 (No. 177)	1	Spain
C181 – Private Employment Agencies Convention, 1997 (No. 181)	1	Nigeria
C183 – Maternity Protection Convention, 2000 (No. 183)	3	Antigua and Barbuda, El Salvador, Panama
C185 – Seafarers’ Identity Documents Convention (Revised), 2003, as amended (No. 185)	1	Kenya
P155 – Protocol of 2002 to the Occupational Safety and Health Convention, 1981	2	Islamic Republic of Iran, Italy
MLC, 2006 – Maritime Labour Convention, 2006, as amended (MLC, 2006)	6	Iraq, Madagascar, Oman, San Marino, Sierra Leone, Syrian Arab Republic
C188 – Work in Fishing Convention, 2007 (No. 188)	2	Kenya, Spain
C189 – Domestic Workers Convention, 2011 (No. 189)	1	Spain
C190 – Violence and Harassment Convention, 2019 (No. 190)	26	Albania, Antigua and Barbuda, Australia, Bahamas, Barbados, Belgium, Canada, Central African Republic, Chile, El Salvador, France, Germany, Ireland, Lesotho, Mexico, Nigeria, Norway, North Macedonia, Panama, Papua New Guinea, Peru, Rwanda, San Marino, Spain, Uganda, United Kingdom

► Appendix II

Policy outcomes, outputs and indicators: Targets and results achieved

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
1. Strong tripartite constituents and influential and inclusive social dialogue.	1.1. Increased institutional capacity of EBMOs.	1.1.1. Number of EBMOs with improved governance systems, strategies to widen representation and/or enhanced service provision.	24	36	13	10	4	6	3
		1.1.2. Number of EBMOs that produce analysis on the changing business environment and conduct advocacy activities to influence policymaking.	21	23	7	6	-	6	4
	1.2. Increased institutional capacity of workers' organizations.	1.2.1. Number of national workers' organizations with innovative strategies to attract new groups of workers and/or to improve their services.	37	35	14	6	4	9	2
		1.2.2. Number of workers' organizations that produce proposals to be considered in social dialogue mechanisms for policymaking.	36	35	12	10	4	6	3
	1.3. Increased institutional capacity of labour administrations.	1.3.1. Number of Member States with institutional frameworks for labour administration that address current and new challenges in the world of work.	25	24	7	8	2	4	3
		1.3.2. Number of Member States with targeted strategic compliance plans, developed in consultation with the social partners.	13	21	12	1	2	4	2
	1.4. Increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions.	1.4.1. Number of Member States with newly developed or strengthened institutions, mechanisms or regulatory frameworks for social dialogue, labour relations or dispute prevention/ resolution that address current and emerging challenges in the world of work.	29	37	12	5	3	8	9
			19	18	7	1	-	9	1
		1.4.2. Number of Member States with improved policies to promote collective bargaining and/or workplace cooperation.	All						
			Collective bargaining						
		<i>(Note: Three Member States in Asia achieved results in both collective bargaining and workplace cooperation).</i>	11	6	-	-	4	1	
		Workplace cooperation							
			10	1	1	-	8	0	

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
2. International labour standards and authoritative and effective supervision.	2.1. Increased capacity of the Member States to ratify international labour standards. <i>(For the purpose of measurement of this indicator, C.155 and C.187 are considered technical Conventions).</i>	2.1.1. Number of ratifications of fundamental and governance Conventions or Protocols.	25	19	6	2	-	11	-
		2.1.2. Number of ratifications of up-to-date technical Conventions, including those recommended by the Governing Body in the context of the Standards Review Mechanism.	80	78	27	16	4	6	25
	2.2. Increased capacity of the Member States to apply international labour standards.	2.2.1. Number of cases of progress in the application of ratified Conventions noted with satisfaction by the supervisory bodies.	45	41	12	7	-	10	12
		2.2.2. Percentage of new UN Cooperation Frameworks that include measures to address issues raised by the ILO supervisory bodies.	10%	20%	n/a	n/a	n/a	n/a	n/a
	2.3. Increased capacity of Member States to engage in a forward-looking international labour standards policy.	2.3.1. Percentage of reports on the application of ratified Conventions due by 1 September received in a timely manner that include replies to comments of the supervisory bodies.	40%	43.5%	51%	45%	21%	38%	41%
		2.3.2. Number of Member States with tripartite mechanisms enabling constituents to effectively engage in the implementation of international labour standards at the national level, including reporting to the supervisory bodies.	20	14	5	3	1	4	1
	2.4. Increased capacity of Member States to apply sectoral international labour standards, codes of practice and guidelines.	2.4.1. Number of Member States with new or improved initiatives to apply ILO sectoral standards and sectoral codes of practice and guidelines endorsed by the Governing Body.	15	15	8	-	2	5	-
	3. Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all.	3.1. Increased capacity of Member States to formulate and implement national employment policies in response to the COVID-19 crisis.	3.1.1. Number of Member States with new generation of national employment policies addressing country-specific future of work challenges.	32	26	10	5	4	5
3.1.2. Number of Member States with a national strategy for youth employment, as a distinct strategy or as part of a national employment strategy (based on SDG indicator 8.b.1).			17	12	3	1	2	1	5
3.1.3. Number of Member States with an integrated strategy towards formalization in line with Recommendation No. 204.			10	3	1	1	1	-	-

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
	3.2. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in the rural economy.	3.2.1. Number of Member States with measures for decent work in rural areas.	15	26	10	6	3	5	2
	3.3. Increased capacity of Member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies.	3.3.1. Number of Member States with policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work.	18	19	10	4	1	4	-
	3.4. Increased capacity of ILO constituents to promote peaceful, stable and resilient societies through decent work.	3.4.1. Number of Member States with programmes to promote peaceful, stable and resilient societies through decent work.	18	20	8	2	5	4	1
	3.5. Increased capacity of Member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older workers.	3.5.1. Number of Member States with strengthened employment services and labour market programmes addressing transitions to decent work, including for young and older persons.	22	21	8	7	1	2	3
4. Sustainable enterprises as generators of employment and promoters of innovation and decent work.	4.1. Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises.	4.1.1. Number of Member States with a strategy and/or action plan to improve the enabling environment for sustainable enterprises' creation and growth.	14	14	7	-	2	4	1
	4.2. Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability.	4.2.1. Number of Member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability.	28	43	20	7	3	10	3
	4.3. Increased capacity of Member States to develop policies, legislation and other measures that are specifically aimed at facilitating the transition of enterprises to formality.	4.3.1. Number of Member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality.	17	17	7	4	1	4	1
	4.4. Increased capacity of Member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred approach to the future of work.	4.4.1. Number of Member States with policies or measures to promote alignment of business practices with decent work priorities and a human-centred approach to the future of work.	13	17	5	7	1	3	1

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
5. Skills and lifelong learning to facilitate access to and transitions in the labour market.	5.1. Increased capacity of Member States to identify current skills mismatches and anticipate future skills needs.	5.1.1. Number of Member States that have applied ILO approaches to measure skills mismatches and/or anticipate future skills needs at national and/or sectoral level.	10	21	12	2	1	6	-
		5.1.2. Number of Member States with institutionalized national or sectoral mechanisms to measure skills mismatches and anticipate future skills needs.	8	9	5	-	1	3	-
	5.2. Increased capacity of Member States to strengthen skills and lifelong learning policies, governance models and financing systems.	5.2.1. Number of Member States with inclusive skills and lifelong learning strategies.	10	6	1	-	1	3	1
		5.2.2. Number of Member States with inclusive skills and lifelong learning governance models.	6	5	2	-	2	1	-
		5.2.3. Number of Member States with financing systems that enable the implementation of inclusive skills and lifelong learning policies.	5	1	-	-	-	1	-
	5.3. Increased capacity of Member States to design and deliver innovative, flexible and inclusive learning options, encompassing work-based learning and quality apprenticeships.	5.3.1. Number of Member States that have applied ILO approaches to work-based learning and quality apprenticeships.	10	17	5	1	3	6	2
		5.3.2. Number of Member States with innovative, flexible and inclusive skills programmes and services targeting women, youth or persons in vulnerable situations.	10	22	15	2	2	3	-
		5.3.3. Number of Member States with inclusive skills recognition mechanisms.	10	8	5	-	1	2	-
	5.4. Increased capacity of Member States to support digital transitions of skills development systems and develop digital skills.	5.4.1. Number of Member States that have adopted a skills strategy, policy or programme for the improvement of digital infrastructure and capabilities to offer digital, online and blended programmes and services, addressing the digital divide.	5	4	-	-	1	2	1
		5.4.2. Number of Member States that have revised or developed new training measures to address digital skills needs of key target groups.	5	4	3	-	-	1	-

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
6. Gender equality and equal opportunities and treatment for all in the world of work.	6.1. Increased capacity of ILO constituents to promote investments in the care economy and a more balanced sharing of family responsibilities.	6.1.1. Number of Member States with gender-responsive macroeconomic policies or strategies to finance the expansion of care-related infrastructure, social protection or public care services, that support the creation of decent employment.	9	8	2	1	1	3	1
		6.1.2. Number of countries with policies to improve labour rights and working conditions in one or more care sectors.	11	12	1	5	3	1	2
		6.1.3. Number of Member States that have measures aimed at more balanced sharing of family responsibilities between women and men.	7	11	2	3	1	1	4
	6.2. Increased capacity of the ILO constituents to strengthen policies and strategies to promote and ensure equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value.	6.2.1. Number of Member States with policies to promote substantive equality of opportunity and treatment between women and men in the world of work, and strategies for their implementation.	12	13	2	3	4	1	3
		6.2.2. Number of Member States with policies to promote the effective realization of the right to equal remuneration for work of equal value between women and men, and strategies for their implementation.	4	9	3	4	-	-	2
	6.3. Increased capacity of Member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment.	6.3.1. Number of Member States that have taken measures towards the ratification and implementation of ILO Convention No. 190 and Recommendation No. 206.	18	29	10	6	2	5	6
6.4. Increased capacity of ILO constituents to strengthen legislation, policies and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations.	6.4.1. Number of Member States that have measures to ensure equality of opportunities and treatment for persons with disabilities or for at least one of the following groups: indigenous or tribal peoples; ethnic minorities; persons living with HIV; or LGBTIQ+ persons.	14	23	13	4	1	4	1	
	6.4.2. Number of countries with strategies for strengthening collection and analysis of labour market data disaggregated by at least one of the following: disability status; HIV status; ethnicity; indigenous or tribal identity.	6	2	1	-	-	1	-	

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
7. Adequate and effective protection at work for all.	7.1. Increased capacity of the Member States to ensure respect for, promote and realize fundamental principles and rights at work.	7.1.1. Number of Member States with integrated programmes on fundamental principles and rights at work.	9	4	2	-	-	2	-
		7.1.2. Number of Member States that have acquired Pathfinder Country Status of Alliance 8.7.	7	5	2	1	0	1	1
		7.1.3. Number of Member States with newly adopted or updated strategies and action plans to tackle child labour in all its forms.	21	28	10	8	1	8	1
	7.2. Increased capacity of Member States to ensure safe and healthy working conditions.	7.2.1. Number of Member States with national OSH policies or programmes, accompanied by institutional frameworks, addressing specific risks.	39	30	14	8	4	3	1
		7.2.2. Number of Member States with national recording and notification systems that allow the regular reporting against SDG indicator 8.8.1.	12	3	-	1	2	-	-
	7.3. Increased capacity of Member States to set adequate wages and promote decent working time.	7.3.1. Number of Member States in which constituents have adopted evidence-based wage policies or measures, including adequate statutory or negotiated minimum wages.	14	14	7	-	1	4	2
		7.3.2. Number of Member States in which constituents have adopted policy, regulation or other measures on working hours, working time arrangements or work organization arrangements to meet the needs of both workers and employers.	8	14	4	3	-	3	4
	7.4. Increased capacity of constituents to provide adequate labour protection to workers in diverse forms of work arrangements, including on digital labour platforms, and in informal employment.	7.4.1. Number of Member States with a validated diagnosis of diverse forms of work arrangements, including on digital platforms, and/or policy measures to ensure effective protection of the workers concerned.	7	9	5	1	-	-	3
		7.4.2. Number of Member States with a validated diagnosis of the informal economy and/or policies, regulations or compliance mechanisms to support the transition to formality of informal workers in formal enterprises or in households.	14	20	3	4	3	2	8

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
	7.5. Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers.	7.5.1. Number of Member States with labour migration frameworks or institutional mechanisms to protect the labour rights of migrant workers and promote coherence with employment, skills, social protection, and other relevant policies.	19	19	3	4	1	11	-
		7.5.2. Number of countries with new or improved services to protect the labour rights of migrant workers.	22	28	5	10	2	10	1
		7.5.3. Number of bilateral or regional labour migration frameworks, with monitoring and review mechanisms to protect the labour rights of migrant workers.	9	9	5	-	1	3	-
8. Comprehensive and sustainable social protection for all.	8.1. Increased capacity of Member States to develop new or reformed sustainable national social protection strategies, policies or legal frameworks to extend coverage and enhance benefit adequacy.	8.1.1. Number of Member States with new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits.	33	32	10	5	3	9	5
		8.2. Increased capacity of Member States to improve governance and sustainability of social protection systems.	26	38	17	7	4	7	3
		8.3. Increased capacity of Member States to integrate social protection in comprehensive policy responses to support and protect workers and employers during their life and work transitions.	12	9	1	1	2	3	2

Source: Decent Work Results dashboard and NORMLEX.

► Appendix III

Results achieved by priority of the Singapore Statement

Priority area	Asia and the Pacific	Arab States
Social dialogue and tripartism	35	15
► Institutional capacity of EBMOs	12	4
► Institutional capacity of workers' organizations	15	8
► Social dialogue and labour relations institutions	8	3
Labour rights, freedom of association, collective bargaining	37	7
► Ratifications	17	4
► Tripartite mechanisms for the application of standards	4	1
► Application of sectoral standards and tools	5	2
► Collective bargaining and workplace cooperation	9	-
► Integrated programmes for fundamental principles	2	-
Gender equality and women empowerment	11	11
► Care economy	5	5
► Equal opportunities and equal pay	1	4
► Violence and harassment in the world of work	5	2
Inclusive labour market programmes to support transitions	36	19
► National employment policies and programmes for youth	6	6
► Employment services and active labour market policies	2	1
► Skills development and lifelong learning	28	12
Transitions from the informal to the formal economy	11	8
► Integrated approaches to formalization	-	1
► Formalization of enterprises	4	1
► Labour protection for informal workers	2	3
► Decent work in the rural economy	5	3
Labour migration	24	4
Decent work in crisis situations	4	5
Just transitions towards environmental sustainability	10	4
► Policy measures for just transitions	4	1
► Alignment of business practices	3	1
► Integration of social protection in policy responses	3	2

Priority area	Asia and the Pacific	Arab States
Social and employment protection, productivity, resilience	62	25
▶ Equality of opportunities and non-discrimination	5	1
▶ Extension and sustainability of social protection systems	16	7
▶ Capacity of labour administration and labour inspection	8	4
▶ Safe and healthy working environments	3	6
▶ Adequate wages and decent work time	7	1
▶ Elimination of child labour	9	1
▶ Enterprise productivity, sustainability and resilience	14	5

► Appendix IV

Enabling outcomes, outputs and indicators: Targets and results achieved

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
A. Improved knowledge and influence for promoting decent work.	A.1. Enhanced decent work statistics using innovative sources and statistical standards.	A.1.1. Number of Member States with strengthened labour market statistics, standards and information systems based on improved statistical surveys and use of other statistical sources.	15 Member States	Achieved: 28 Member States <i>Africa:</i> Botswana, Cabo Verde, Comoros, Egypt, Gambia, Lesotho, Madagascar, Namibia, Senegal, Seychelles, South Africa, Uganda, Zambia, Zimbabwe <i>Americas:</i> Brazil, Chile, Colombia, Mexico, Peru, Uruguay <i>Arab States:</i> Lebanon, Saudi Arabia <i>Asia and the Pacific:</i> Brunei Darussalam, Lao People's Democratic Republic, Marshall Islands, Samoa, Timor-Leste, Viet Nam
		A.1.2. Percentage increase in the annual data reported to the UN for SDG indicators for which the ILO is custodian.	5% increase over the baseline (11,663 data values in 2020–21).	Achieved: 29% increase over the baseline.
A.2. Cutting-edge research and improved knowledge management to promote decent work.		A.2.1. Number of collaborative research outputs with UN entities, international financial institutions (IFIs) and leading academic institutions focusing on the human-centred approach to the future of work and to the recovery from the COVID-19 pandemic.	10% increase over the baseline (110 in 2020–21).	Achieved: 69% increase over the baseline (186 collaborative research outputs).
		A.2.2. References to ILO research and knowledge products in: (a) declarations and outcome documents of global forums, including UN General Assembly, G20, G7 and BRICS; (b) UN entities and IFI reports; (c) peer-reviewed academic journals; (d) constituent organizations; and (e) media.	5% increase over the baseline in each category.	Partially achieved: (a): -11% (b): -26% (c): +9% (d): -32% (e): +57%
		A.2.3. Number of unique downloads of ILO research products, by region.	5% increase over the baseline in every region.	Partially achieved: <i>Global:</i> +3% <i>Africa:</i> +9% <i>Americas:</i> -5% <i>Asia:</i> +6% <i>Europe:</i> +2% <i>Oceania:</i> -4%
A.3. Communication for increased uptake and impact of the knowledge base.	A.3.1. Audience reach for the ILO's key digital platforms at the global and regional levels.	10% increase over the baseline globally and in every region.	Partially achieved: <i>Newsletter:</i> +11% <i>Twitter/X following:</i> +13% <i>LinkedIn:</i> +61% <i>Facebook:</i> +16% <i>ILO Newsroom:</i> -17% (Information by October 2023)	
A.4. Enhanced partnerships for policy coherence and cooperation to achieve decent work and sustainable development results.	A.4.1. Share and composition of voluntary contributions.	Voluntary contributions: 45%	Achieved: 48.9%	

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
			Unearmarked (RBSA) and lightly earmarked voluntary contributions: 15%	Achieved: 19.7%
			UN funding (Multi-partner Trust Fund and funding from UN entities): 15%	Not achieved: 6.4%
		A.4.2. Number of partnerships with UN entities, IFIs and multilateral institutions or MSP coalitions, including South–South agreements, established or renewed.	5 partnerships.	Achieved: 11 partnerships.
		A.4.3. Number of Member States where tripartite constituents who participated in ILO capacity-building initiatives engaged in the development of the UNSDCF.	15 Member States.	Achieved: 34 Member States.
B. Improved leadership and governance.	B.1. Enhanced leadership and strategic direction to ensure organizational impact.	B.1.1. Authoritative policy guidance by ILO governance organs to ensure organizational leadership in driving a human-centred recovery from the COVID-19 crisis based on the ILO Centenary Declaration.	All policy-related outcome documents adopted by the International Labour Conference and the regional meetings as per the agenda. Support by the UN, multilateral organizations and development partners to policy-related outcome documents adopted by the International Labour Conference and the regional meetings same as or above the baseline.	Achieved: The 110th Session (2022) of the International Labour Conference, approved one instrument and adopted four resolutions on policy issues as per the agenda. One resolution was the inclusion of a safe and healthy working environment in the ILO's framework of fundamental principles and rights at work. At its 111th Session (2023), the Conference approved four instruments, including the Quality Apprenticeship Recommendation, 2023 (No. 208), and six resolutions, among them the adoption of the Programme and Budget for 2024–25. The 17th Asia and the Pacific Regional Meeting (2022) concluded with the adoption of the Singapore Statement, with tripartite commitments to address decent work deficits in the region. During the biennium, policy guidance by the ILO's governance organs was recognized by the G7, the G20 and the BRICS, with special references to skills and just transitions
		B.1.2. Percentage of Decent Work Country Programmes (DWCPs) developed during the biennium that are aligned with the global objectives and results framework of the ILO, supervised by a tripartite steering committee and derived from the UNSDCF.	100%	Achieved: 100%, corresponding to 19 DWCPs approved during the biennium. In four of the countries, the establishment of the tripartite steering committee was planned but not finalized at the time of reporting.
	B.2. Effective and efficient support to decision-making by governance organs.	B.2.1. Percentage of official documents published electronically within statutory deadlines.	100% of official documents published electronically on time.	Partially achieved: 100% of Conference reports were published electronically (on time). 90% of the Governing Body papers were published on time, partly due to events or consultations taking place close to the sessions that had to be reflected in the documents, partly due to the increased length of some papers.

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
	B.3. Strengthened oversight, evaluation and risk management to ensure transparency and compliance.	B.3.1. The External Auditor's level of satisfaction with the consolidated financial statements and associated disclosures and processes.	External Auditor's unmodified opinion maintained.	Achieved: Unmodified external audit opinion and full compliance with IPSAS for both the financial year ended 31 December 2021 and the financial year ended 31 December 2022.
		B.3.2. Timely and effective implementation of audit recommendations.	All units responsible for implementing oversight recommendations provide their action plans within three months of the audit report being issued.	In progress: Average time of submitting action plans through the implementation reports of individual internal audit reports and advisory notes was 3.6 months during the biennium (until September 2023).
			95% of audit recommendations accepted by management are satisfactorily addressed within six months of the report's date.	Achieved: Out of all recommendations accepted by management in the 16 internal audit reports and advisory notes addressed, 99.2% have been satisfactorily addressed within six months of the report's date, including 65.6% fully implemented and 33.6% in progress with a clear action plan and target date.
		B.3.3. Percentage of mandated units and functions that have updated risk registers, containing pertinent risks, in accordance with corporate requirements.	100%	Achieved: 100%
		B.3.4. Percentage of mandatory and corporate evaluations completed in a timely manner as per the integrated evaluation plan.	95%	Achieved: 97% of all mandatory and corporate evaluations were completed in a timely manner.
		B.3.5. Percentage of mandatory and corporate evaluations that meet the OECD and UNEG standards and capture the ILO's specific mandate and organizational learning needs.	95%	Achieved: Based on independent quality assessments, 87% of mandatory evaluations had a median score of "satisfactory". Combining the scores of "satisfactory" and "somewhat satisfactory" results that score was 98.5% of evaluation reports meeting OECD and UNEG standards.
B.3.6. Percentage of actionable recommendations fully or partially implemented within 12 months of completion of the evaluation.	95%	Partially achieved: 71% of recommendations were fully or partially completed within 12 months of the evaluation's completion with a 100% completion rate for management responses to evaluation recommendations.		
C. Optimized use of resources.	C.1. Improved operational strategies, systems and approaches to increase value for money.	C.1.1. Level of compliance of ILO data with OECD/DAC, IATI and UN data cube standards.	Monthly publication of IATI-compliant data and annual reporting to OECD-DAC and the UN.	Achieved: Since 2023, the ILO publishes monthly data updates in IATI. The ILO maintained annual reporting to OECD-DAC and the UN.
			90% of ILO financial data is covered in the ILO's IATI publication.	In progress: In 2022, approximately 52% of the ILO's financial data has been included in the IATI publication. The ILO expanded its data coverage by including RBTC data in addition to the previously published RBSA and extrabudgetary development cooperation data. Processes have been established to include regular budget in publications in 2024–25.

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
		C.1.2. Percentage of identified ILO business processes and technical areas that have developed tools to apply the ILO's Environmental and Social Sustainability Framework.	50%	In progress: Development of checklist and guidance note for ILO staff on addressing environmental and social risks and sustainability in project design. Publication of environmental and social safeguards guidelines for projects promoting employment-intensive investments.
		C.1.3. ILO headquarters water consumption.	Reduction of 5% from the baseline (17 540 m ³ in 2019).	Not achieved: 17 582 m ³ (2022).
		C.1.4. The ILO's carbon footprint for air travel.	Reduction of 10% from the baseline (19 057 tCO ₂ in 2018–19).	Achieved: Greenhouse gas emissions in 2022 were 4 898 tCO ₂ .
	C.2. Improved reliability and capacity of the digital and physical infrastructure to support new working modalities and business continuity.	C.2.1. Effective implementation of the IT Strategy 2022–25.	Achieve or surpass the milestones set for 2022–23.	In progress: The 2022–23 milestone was met or surpassed in 10 of the 12 indicators of the strategy. Good progress in the 2 remaining indicators.
		C.2.2. Number of existing applications migrated to the new Integrated Workplace Management System.	50% of applications migrated.	Achieved: In 2023, 8 out of 12 legacy applications (highest priority) migrated to the new system.
		C.2.3. Number of publication types produced through the digital publishing production platforms.	30% of publications identified for migration to digital publishing converted.	Achieved: A total of 114 working papers converted, in four languages.
		C.2.4. Minimum accessibility standards implemented for flagship reports produced by headquarters.	100% of flagship reports produced with at least minimum accessibility level requirements.	Achieved: All reports met minimum standards, and three out of the five went beyond minimum standards (AA level).
	C.3. Enhanced policies and systems to develop a highly performing, motivated and diverse workforce	C.3.1. Effective implementation of the Human Resources Strategy 2022–25.	Achieve or surpass the milestones set for 2022–23.	In progress: See GB_350/PFA/10 .
	Output C.4. Enhanced organizational capacity for change, innovation and continuous improvement	C.4.1. Number of new or improved ways of working delivered through innovation across the following dimensions: quality, user focus, transparency, efficiency and team dynamics.	Increase of 10% over the baseline per dimension.	Not monitored: Due to the discontinuation of the Business Innovation Unit in June 2022 and the adoption of a new strategy on knowledge and innovation in March 2023, the ILO did not monitor progress in these indicators.
		C.4.2. Number of staff that participate in innovation initiatives during the biennium (innovation culture).	Increase of 10% over the baseline.	
		C.4.3. Staff perceptions of innovation in the ILO.	Increase of one quartile versus the public sector benchmark.	

Sources for Outcome A: Decent Work Results Dashboard, ILOSTAT, ILO web pages, flagship reports from multilateral organizations, ILO communications' dashboard, memorandums of understanding with external partners and reports from training initiatives.

Sources for Outcome B: Governing Body decisions; Official meetings' management system; Financial reports and audited consolidated financial statements; Report of the Chief Internal Auditor; Enterprise risk management framework; ILO Annual Evaluation Report.

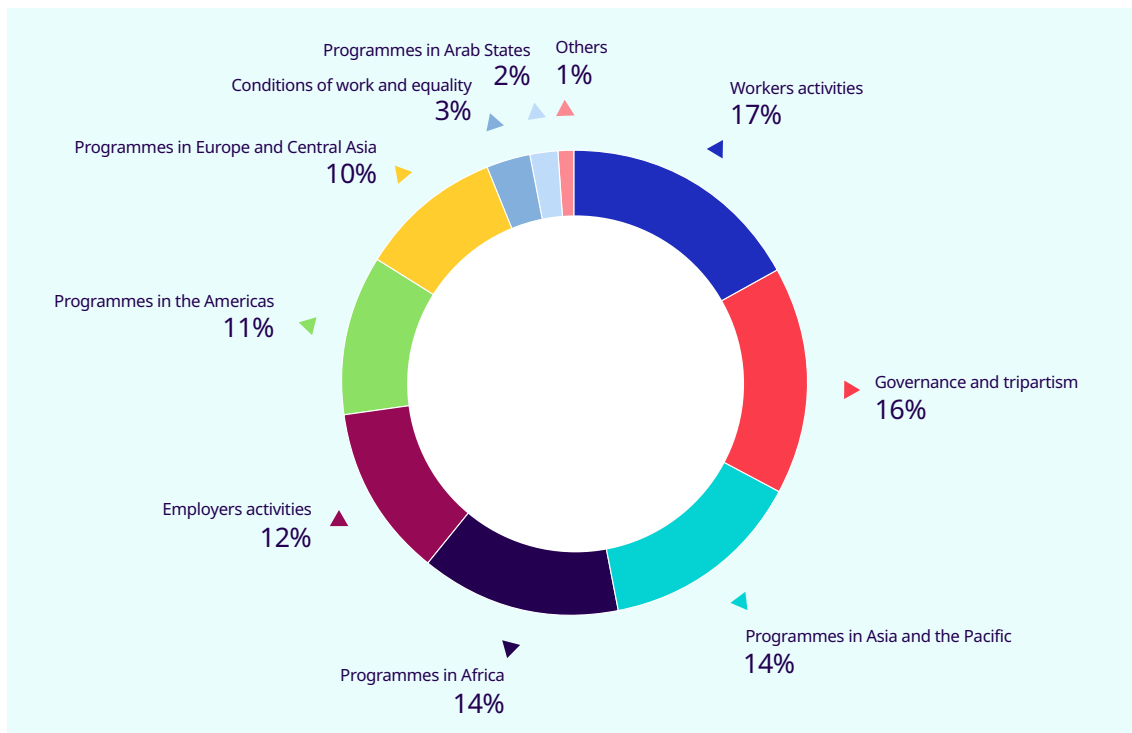
Sources for Outcome C: DWCP repository of information; ILO country office's reports; Financial reports; ILO Human Resources' metrics and analytics; ILO Greenhouse Gases Inventory; Report on building renovation project.

► Appendix V

Detailed financial data

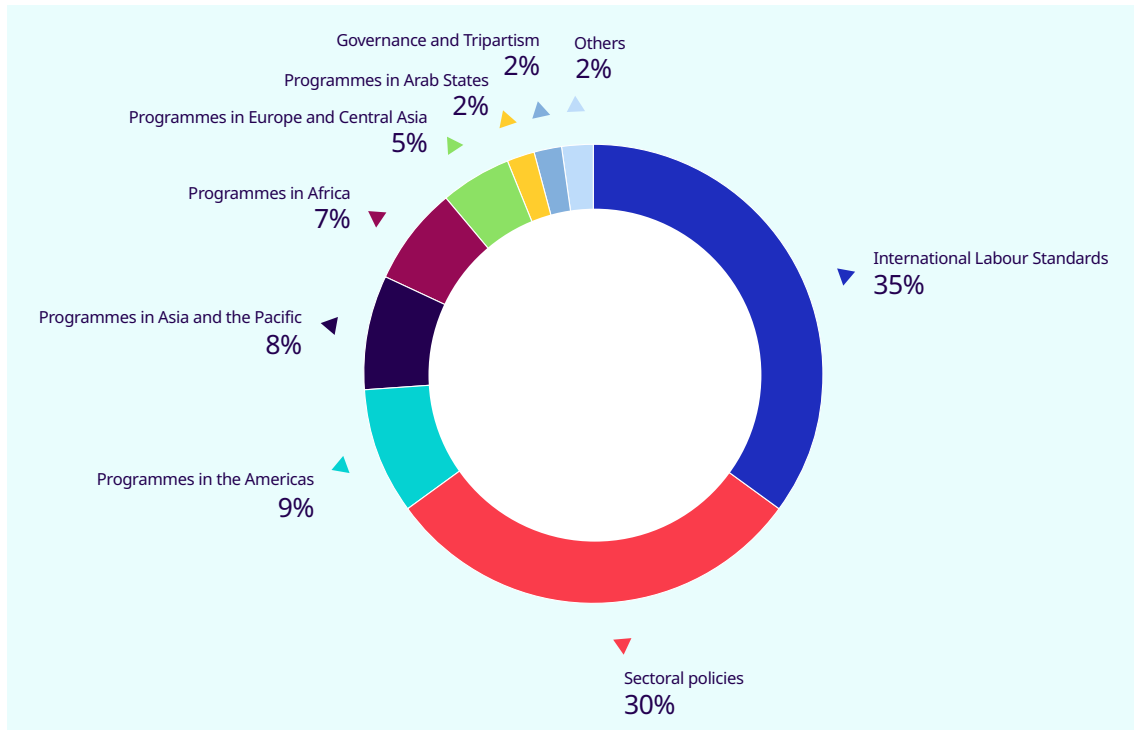
The following figures show the percentage contribution to total expenditure, by policy outcome, of ILO departments at headquarters and programmes in the five ILO regions, as measured by the time spent by regular budget staff in the international professional category on technical and analytical work and services relating to each of the eight policy outcomes.²⁴ This is a significant measure of contribution to expenditure given that staff costs represent 70 per cent of total regular budget resources.

► **Figure V.1. Contribution of ILO departments and regional programmes to policy outcome 1**

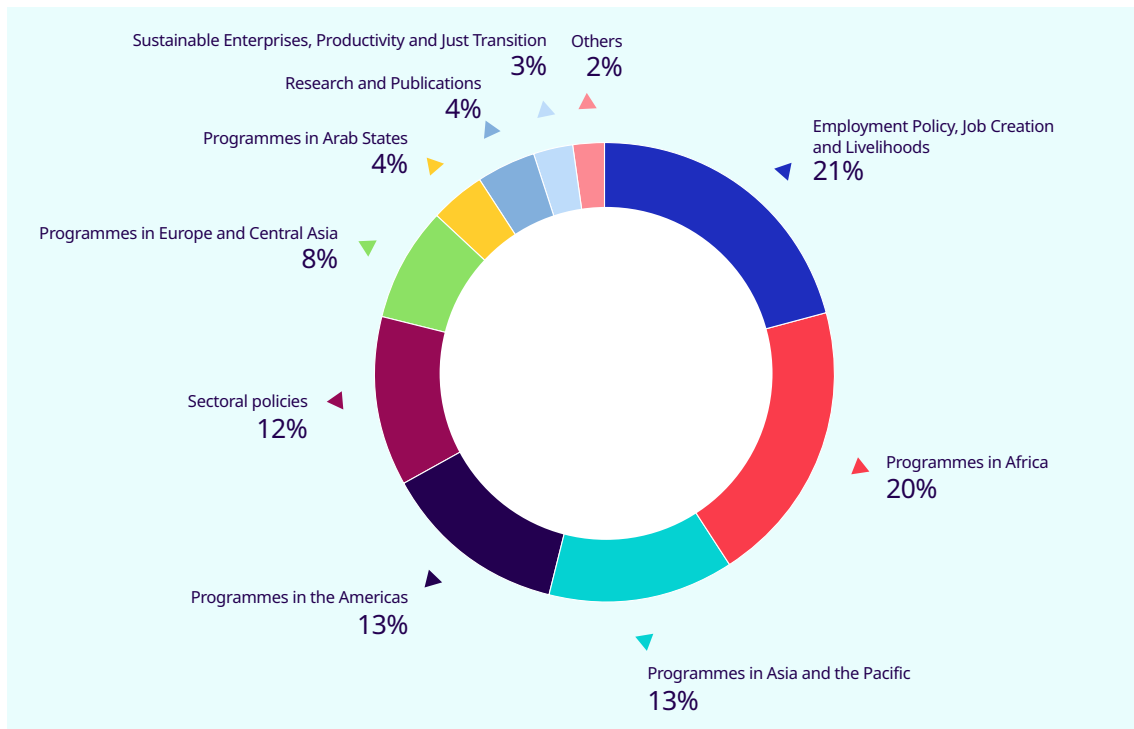


²⁴ The category "others" groups departments and regional programmes that contribute less than 2 per cent of the total expenditure by outcome.

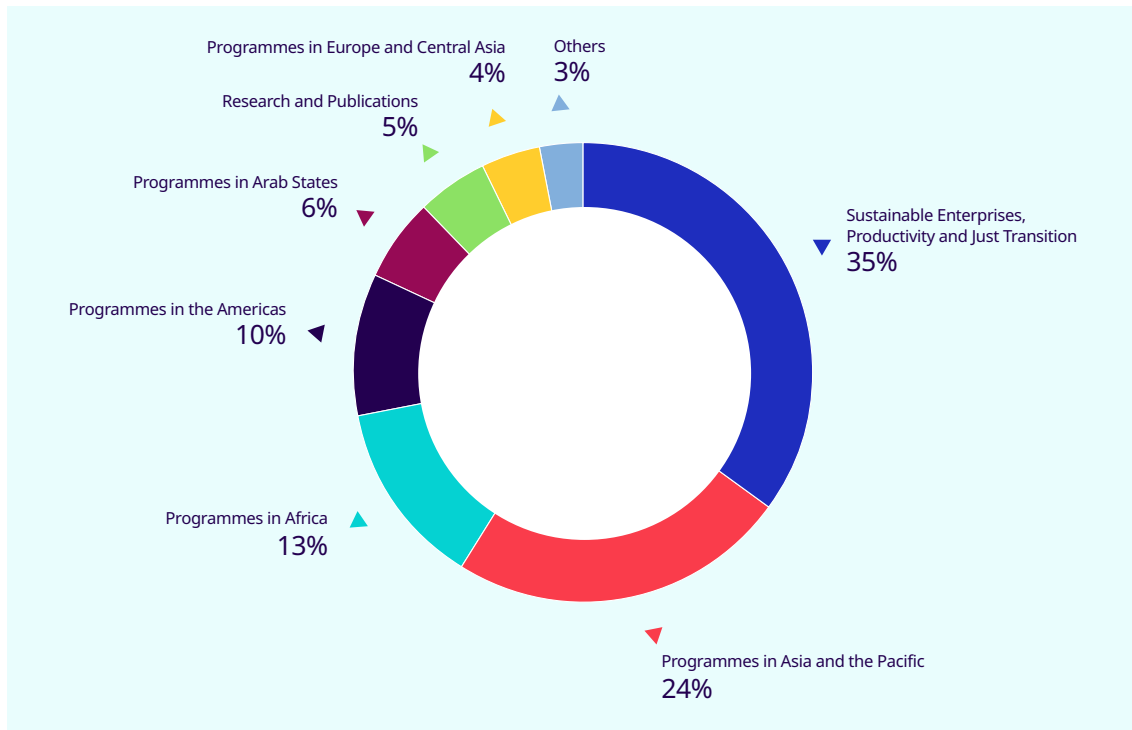
► **Figure V.2. Contribution of ILO departments and regional programmes to policy outcome 2**



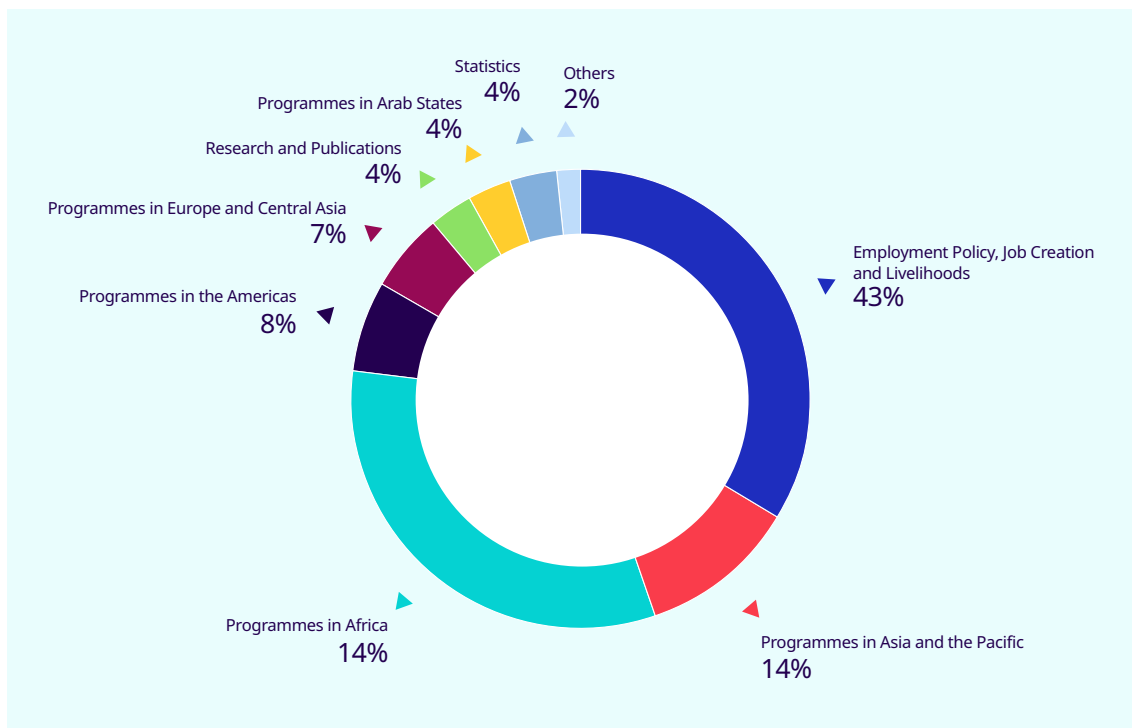
► **Figure V.3. Contribution of ILO departments and regional programmes to policy outcome 3**



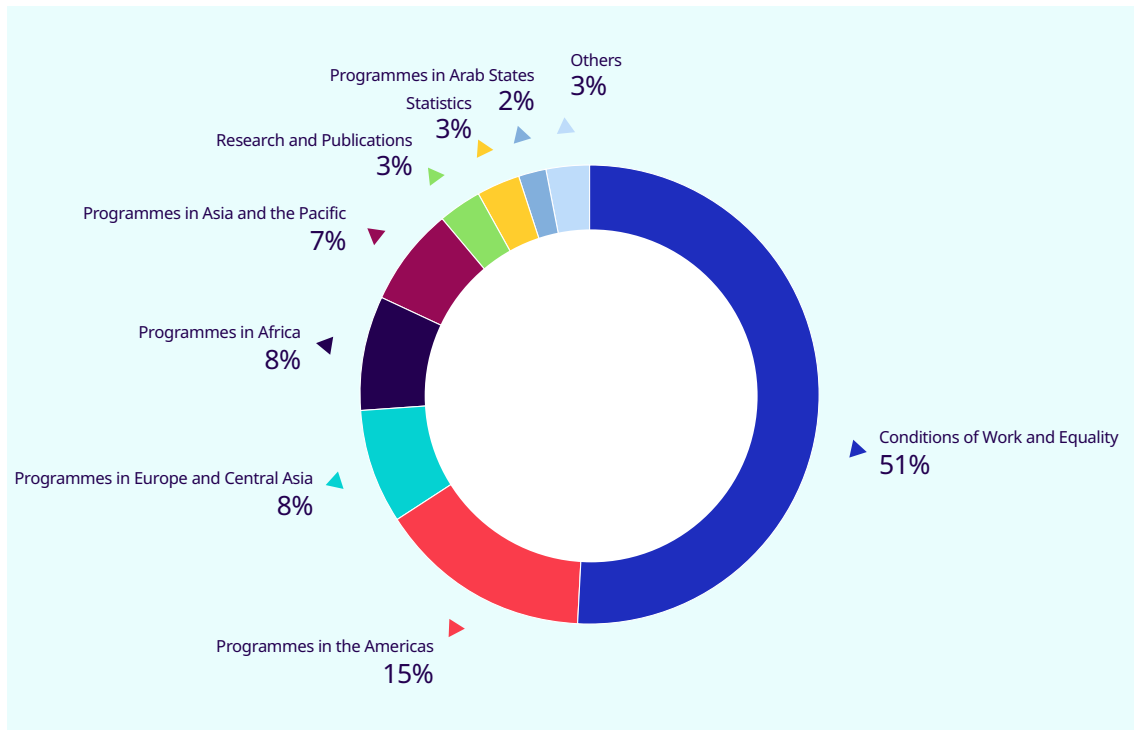
► **Figure V.4. Contribution of ILO departments and regional programmes to policy outcome 4**



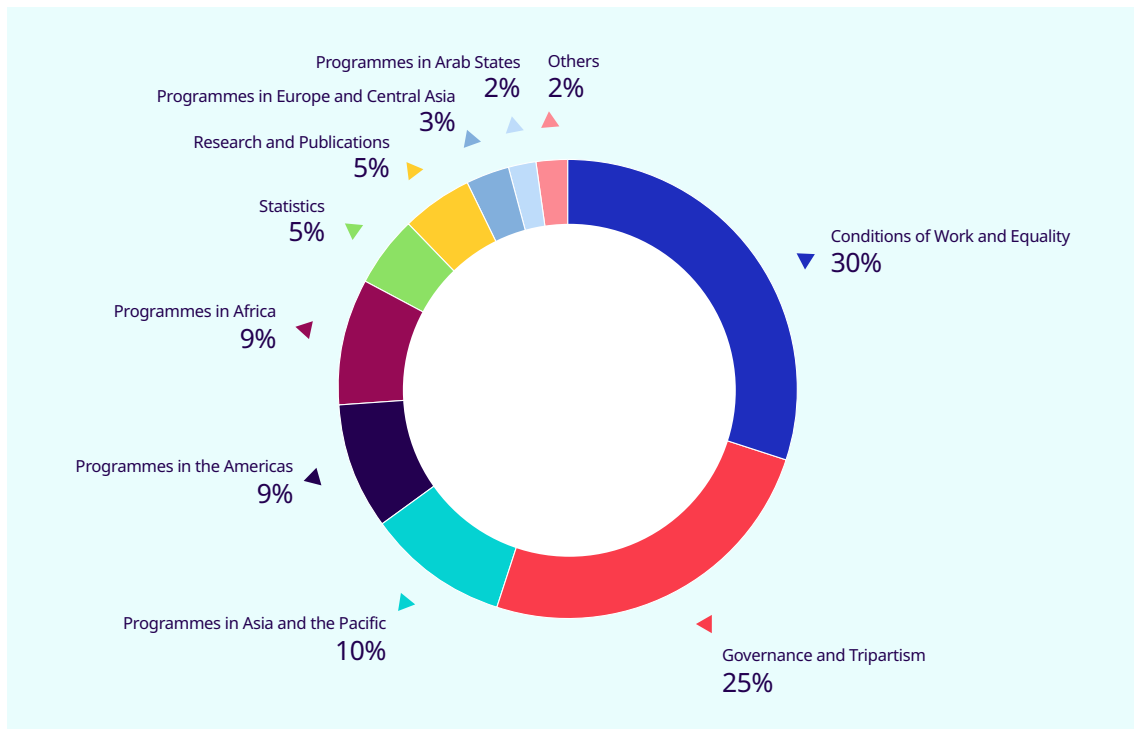
► **Figure V.5. Contribution of ILO departments and regional programmes to policy outcome 5**



► **Figure V.6. Contribution of ILO departments and regional programmes to policy outcome 6**



► **Figure V.7. Contribution of ILO departments and regional programmes to policy outcome 7**



► **Figure V.8. Contribution of ILO departments and regional programmes to policy outcome 8**

