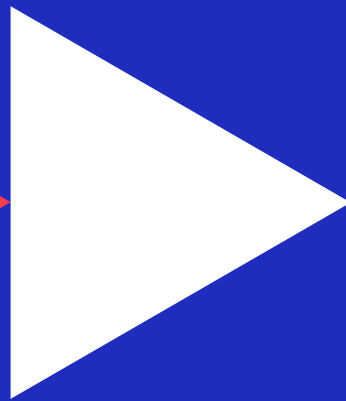




International
Labour
Organization

► Programme and budget for 2024-25



International Labour Organization

▶ **Programme and Budget
for 2024-25**

International Labour Office, Geneva

© International Labour Organization 2023
First published 2023



Attribution 4.0 International (CC BY 4.0)

This work is licensed under the Creative Commons Attribution 4.0 International. To view a copy of this licence, please visit <https://creativecommons.org/licenses/by/4.0/>. The user is allowed to reuse, share (copy and redistribute), adapt (remix, transform and build upon the original work) as detailed in the licence. The user must clearly credit the ILO as the source of the material and indicate if changes were made to the original content. Use of the emblem, name and logo of the ILO is not permitted in connection with translations, adaptations or other derivative works.

Attribution – The user must indicate if changes were made and must cite the work as follows: *Programme and Budget for 2024–25*, Geneva: International Labour Office, 2023, © ILO.

Translations – In case of a translation of this work, the following disclaimer must be added along with the attribution: *This is a translation of a copyright work of the International Labour Organization (ILO). This translation has not been prepared, reviewed or endorsed by the ILO and should not be considered an official ILO translation. The ILO disclaims all responsibility for its content and accuracy. Responsibility rests solely with the author(s) of the translation.*

Adaptations – In case of an adaptation of this work, the following disclaimer must be added along with the attribution: *This is an adaptation of a copyrighted work of the International Labour Organization (ILO). This adaptation has not been prepared, reviewed or endorsed by the ILO and should not be considered an official ILO adaptation. The ILO disclaims all responsibility for its content and accuracy. Responsibility rests solely with the author(s) of the adaptation.*

Third-party materials – This Creative Commons licence does not apply to non-ILO copyright materials included in this publication. If the material is attributed to a third party, the user of such material is solely responsible for clearing the rights with the rights holder and for any claims of infringement.

Any dispute arising under this licence that cannot be settled amicably shall be referred to arbitration in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL). The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of such a dispute.

Queries on rights and licensing should be addressed to the ILO Publishing Unit (Rights and Licensing) at rights@ilo.org. Information on ILO publications and digital products can be found at: www.ilo.org/publns.

ISBN 978-92-2-040051-7 (print)

ISBN 978-92-2-040052-4 (web PDF)

Also available in:

Arabic ISBN 978-92-2-040059-3 (print), ISBN 978-92-2-040060-9 (web PDF);
Chinese ISBN 978-92-2-040061-6 (print), ISBN 978-92-2-040062-3 (web PDF);
French ISBN 978-92-2-040053-1 (print), ISBN 978-92-2-040054-8 (web PDF);
German ISBN 978-92-2-040057-9 (print), ISBN 978-92-2-040058-6 (web PDF);
Russian ISBN 978-92-2-040063-0 (print), ISBN 978-92-2-040064-7 (web PDF);
Spanish ISBN 978-92-2-040055-5 (print), ISBN 978-92-2-040056-2 (web PDF).

The designations employed in ILO publications and databases, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the ILO concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers or boundaries.

The opinions and views expressed in this publication are those of the author(s) and do not necessarily reflect the opinions, views or policies of the ILO.

Reference to names of firms and commercial products and processes does not imply their endorsement by the ILO, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

Formatted by RELMEETINGS: P&B-2024-25-[FINANCE-230719-001]-En.docx

Printed in Switzerland

► Original preface

It is with a profound sense of responsibility that I present the Programme and Budget proposals for 2024–25 – the first programme and budget proposals prepared under my leadership – for the Governing Body's guidance and approval. I believe that they respond to the consistent calls from ILO constituents that the Organization should be more effective, efficient and impactful in pursuit of its founding goal of social justice as a basis for universal and lasting peace.

The impacts of the COVID-19 pandemic, geopolitical turmoil, high inflation, and natural disasters resulting from climate change are exacerbating inequalities and decent work deficits within and between countries. Inequalities and poverty are on the rise. Gender disparities persist. Billions of people around the world continue to face challenges brought about by high rates of informality, worsening levels of child labour and forced labour, inadequate social protection, and labour rights violations.

At the same time, multilateralism is at a crossroads. The risk of a fragmented multilateral response is increasingly apparent. Yet, the crises have highlighted the interlinkages and dependencies of economies and societies around the world and have demonstrated the crucial need for concerted action at all levels.

There are both enormous challenges and opportunities for all parts of society, and for the world of work in particular. The ILO's mandate is now more relevant than ever, and the Organization has a responsibility to play a stronger leadership role in continuing to spearhead action to achieve social justice through decent work.

In this demanding context, my Programme and Budget proposals for 2024–25 aim to provide the means for developing appropriate human-centred solutions to address the emerging risks and opportunities faced by workers and enterprises in the world of work. They combine continuity in the commitment to the founding objectives of the Organization with adaptation and innovation in our focus and the way we work, to meet the evolving needs of the tripartite constituents. My proposals envisage eight policy outcomes, which support the ambition to modernize the ILO's normative action, strengthen social dialogue and tripartism, create

decent jobs and sustainable enterprises, ensure equality and extend protection to all, while increasing policy coherence and investment for social justice and decent work both in Member States and at the global level.

One key element of the proposals before the Governing Body is the establishment of a Global Coalition for Social Justice to promote strong, sustainable and inclusive development through reinforced global solidarity, policy coherence and concerted action among a wide array of stakeholders. Four priority action programmes are proposed to enhance Office-wide coordination and as entry points for leveraging partnerships and cooperation in support of the Coalition.

The three revised enablers included in the proposals also reflect the ILO's commitment to consolidating its position as the global centre of excellence for knowledge, innovation, advocacy and outreach on all issues related to the world of work. They are underpinned by a focus on continuous improvements in the governance and management of the Organization, commensurate with the level of performance and accountability that our constituents and contributors demand of us. To this end, my proposals include the redeployment of a total of US\$18.4 million, which has been made possible because of continuous efforts in pursuit of efficiency gains and the re-profiling of existing posts. It is proposed to redistribute these resources to strengthen our capacity across the Office, including in the regions, by ring-fencing adequate funds for two meetings of the Standards Review Mechanism Tripartite Working Group, allocating appropriate resources to the four priority action programmes and enhancing capacity in the area of internal audit and oversight.

In these uncertain times, I am very conscious of the constraints on public finances in a significant number of ILO Member States, particularly as they, too, are dealing with the consequences of multiple crises. The proposed regular budget to deliver the programme for 2024–25 is US\$854,657,600 in constant dollar terms, which represents a modest increase of US\$1.9 million or 0.2 per cent in real terms as compared to the 2022–23 budget. In addition, a nominal increase of US\$39.6 million is required to

retain the real level of the 2022–23 budget, reflecting a cost increase of 4.6 per cent over the two-year period.

Every effort has been made to present proposals that respond to the increasing needs of constituents, without compromising on providing value for money and creating further efficiencies in ILO operations. With this in mind, it is my firm belief

that the proposed budget is justified and required if the ILO is to maintain its capacity to meet the challenges before it.

I commend the proposed programme and budget for approval by the Governing Body and ultimately for adoption by the International Labour Conference at its 111th Session (2023).

31 January 2023

Gilbert F. Hougbo
Director-General

▶ Contents

| | Page |
|--|-------------|
| Original preface | 3 |
| Abbreviations | 7 |
| Adoption of the budget for 2024–25..... | 9 |
| Explanatory note..... | 10 |
| The Director-General’s response to the Governing Body’s discussion..... | 11 |
| I. Executive overview | 14 |
| A global social justice programme | 14 |
| Modernization of the ILO’s normative system and strong social dialogue and tripartism | 15 |
| Decent work for social justice | 16 |
| A Global Coalition for Social Justice and increased policy coherence..... | 16 |
| Delivering the programme in response to regional and national priorities..... | 17 |
| A reinforced approach to knowledge management, innovation and capacity development..... | 19 |
| Improved communication, development cooperation, governance, oversight and management..... | 20 |
| Resource allocations..... | 21 |
| II. Policy outcome | 27 |
| Outcome 1: Strong, modernized normative action for social justice | 27 |
| Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue..... | 31 |
| Outcome 3: Full and productive employment for just transitions | 36 |
| Outcome 4: Sustainable enterprises for inclusive growth and decent work..... | 41 |
| Outcome 5: Gender equality and equality of treatment and opportunities for all..... | 46 |
| Outcome 6: Protection at work for all..... | 48 |
| Outcome 7: Universal social protection..... | 52 |
| Outcome 8: Integrated policy and institutional responses for social justice through decent work | 55 |
| III. Enablers..... | 59 |
| Enabler A: Enhanced knowledge, innovation, cooperation and communication to advance social justice | 59 |
| Enabler B: Improved leadership and governance..... | 62 |
| Enabler C: Effective, efficient, results-oriented and transparent management | 64 |

Appendices

| | |
|--|----|
| I. Results framework for 2024–25 | 67 |
| II. Summary of relationships between the SDG targets and the policy outcomes | 86 |
| III. ILO Strategic Risk Register 2024–25..... | 90 |

Information annexes

| | |
|--|-----|
| 1. Operational budget | 95 |
| 2. Details of cost increases | 103 |
| 3. Summary of Regular Budget Technical Cooperation resources | 112 |
| 4. Regular budget for policy outcomes by output..... | 113 |

► Abbreviations

| | |
|---------------|---|
| BRICS | Brazil, Russian Federation, India, China and South Africa |
| DWCP | Decent Work Country Programme |
| EBMOs | employer and business membership organizations |
| EPIC | Equal Pay International Coalition |
| HDPN | Humanitarian-Development-Peace-Nexus |
| ICLS | International Conference of Labour Statisticians |
| ILO-CINTERFOR | Inter-American Centre for Knowledge Development in Vocational Training of the ILO |
| ILOSTAT | ILO database on labour statistics |
| IMF | International Monetary Fund |
| IRIS | Integrated Resource Information System |
| IT | information technology |
| MSMEs | micro, small and medium-sized enterprises |
| OECD | Organisation for Economic Co-operation and Development |
| OSH | occupational safety and health |
| RBSA | Regular Budget Supplementary Account |
| RBTC | Regular Budget Technical Cooperation |
| SDG | Sustainable Development Goal |
| SMEs | small and medium-sized enterprises |
| SRM | Standards Review Mechanism |
| SRM TWG | Standards Review Mechanism Tripartite Working Group |
| SSE | social and solidarity economy |
| UN | United Nations |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNSDG | United Nations Sustainable Development Group |
| UNICEF | United Nations Children's Fund |
| WTO | World Trade Organization |

► Adoption of the budget for 2024-25

The General Conference of the International Labour Organization,

In virtue of the Financial Regulations, adopts for the 79th financial period, ending 31 December 2025, the budget of expenditure of the International Labour Organization amounting to US\$879,800,000 and the budget of income amounting to

US\$879,800,000 which, at the budget rate of exchange of CHF0.91 to the US dollar, amounts to CHF800,618,000, and resolves that the budget of income, denominated in Swiss francs, shall be allocated among Member States in accordance with the scale of contributions recommended by the Finance Committee.

► Budget of expenditure and income for 2024-25

| Expenditure | | | Income | | | | |
|--|--------------------|----------------------|--|--------------------|----------------------|--------------------|--------------------|
| | 2022-23 budget | 2024-25 estimates | 2022-23 budget | | 2024-25 estimates | | |
| | US\$ | US\$ | US\$ | CHF | US\$ | CHF | |
| Part I | | | | | | | |
| Ordinary budget | 838 958 478 | 865 764 878 | Contributions from Member States | 852 760 200 | 767 484 180 | 879 800 000 | 800 618 000 |
| Part II | | | | | | | |
| Unforeseen expenditure | 875 000 | 875 000 | | | | | |
| Part III | | | | | | | |
| Working Capital Fund | - | - | | | | | |
| Part IV | | | | | | | |
| Institutional investments and extraordinary items | 12 926 722 | 13 160 122 | | | | | |
| Total budget | 852 760 200 | 879 800 000 | | 852 760 200 | 767 484 180 | 879 800 000 | 800 618 000 |

► Explanatory note

This document includes the Programme and Budget for 2024–25, adopted by the 111th Session of the International Labour Conference, taking note of divergent positions and voting at the 347th Session of

the Governing Body as well as in the Finance Committee of the 111th Session of the Conference.

► The Director-General’s response to the Governing Body’s discussion

I would like to start by thanking the Governing Body for the rich and constructive debate that took place.

My colleagues and I have been listening very carefully to capture all the comments and questions. It is heartening that we heard global support for the strategic direction of the Programme and Budget for 2024–25.

At the same time we heard a number of concerns. Let me focus on five key areas.

First, the fight against discrimination.

I was very much impressed that, despite the diversity of views, all constituents in their interventions reaffirmed their commitment to the principle of non-discrimination on any grounds. This is about social justice, this is about fighting against inequalities, this is about principles, this is about the *raison d’être* of our Organization. This is about what the ILO stands for. Fighting against discrimination has been and shall remain core and central to ILO actions. And the programme of work of the Office of the International Labour Organization, that I have the privilege of leading, shall continue to encompass all groups that are subject to any form of discrimination, including on the grounds of sexual orientation and gender identity. As I mentioned at the November 2022 Governing Body and reiterated in my opening remarks last Monday, our work shall continue at all levels, national, regional and global. You cannot be effective at the national level without knowing what is happening at the regional and the global levels.

Second, let me turn to the Global Coalition for Social Justice.

Your support for the Coalition has been clear from the very beginning.

At the same time, we heard very clearly that you do not want what could be seen as a blank cheque. You want us to confirm the Coalition’s **objectives, its priorities, its criteria for engagement, and its governance**. We will respond to all those issues when we return to that item next week.

You also raised a range of concerns and questions in relation to the Coalition’s articulation in the programme and budget, and its implications in terms of human and financial resources. In that

regard, let me reiterate that the Global Coalition is an overarching goal for the ILO as a whole. It is not an outcome in itself; it cuts across and will be **embedded into all policy outcomes and enablers**, drawing on the contributions of all units across the Office.

This explains why my programme and budget proposals do not include a specific budgetary provision for the Coalition.

Pending the outcome of the discussion on that agenda item, let me reiterate that the Global Coalition is rooted in the ILO Constitution **and is aimed at fulfilling the ILO’s mandate, that is, advancing social justice through decent work with a human-centred approach**.

Building on the guidance of this Governing Body, we will organize the necessary tripartite consultations in order to gain your full confidence. We will try to do that next week or make proposals through an acceptable consultation that the tripartite parties feel comfortable with.

We also took note of the communication from the Africa group and the Employers about the convocation letter. I want to reiterate that there was no ill intent; the objective was solely to save the date. But I recognize that the letter as it went out could be interpreted in the way you did, and I take full responsibility for that.

Third, several speakers, including the Employers, the Workers, the group of Latin American and Caribbean countries (GRULAC), the group of industrialized market economy countries (IMEC) and Regular Budget Supplementary Account (RBSA) donors, requested further clarifications on the **use of the RBSA**.

Over the years the Office has made steady progress in the strategic allocation of RBSA funds to achieve results, thanks to the support of and continuing dialogue with RBSA donors.

The proposed allocation of RBSA resources for 2024–25 pursues the same approach, with an upfront targeted focus on the priorities of the programme and budget – notably the priority action programmes because of their central role in leveraging advocacy and policy convergence, and to galvanize resource mobilization from other sources.

The RBSA will also be instrumental in mobilizing resources in support of the institutional capacity of employers' and workers' organizations. The RBSA will also be used, together with other resources, to reinforce integrated responses to key decent work challenges and as seed money to kick-start activities, with a view to attracting other donors and boosting our resource mobilization capacity.

The 15 positions proposed for RBSA funding are **all technical positions** focused on the priorities of the programme and budget. These positions are for the next biennium alone and **will not generate long-standing liabilities for the Office**. We will ensure that they are absorbed in the 2026–27 biennium within the regular budget and extrabudgetary resources mobilized for this purpose.

In addition, the RBSA will continue to be used to develop activities in the field in key areas. I was pleased that in the statement led by Belgium on Monday, activities in the field were again highlighted.

Fourth, several of your interventions, including from the Africa group, the Asia and Pacific group (ASPAG) and the Employers' group, expressed concerns about the projected reduction in the regular budget allocation for **outcome 3**, and the fact that skills and lifelong learning is now subsumed as an output under this outcome.

Let me reassure you that employment and decent work creation remains a priority of my proposals for 2024 and 2025. Globally, there is no reduction. The apparent "reduction" of the regular budget for the outcome stems from the fact that some resources that were dedicated to employment creation in the social and solidarity economy in the current biennium, especially in rural areas, will be redirected to the new output 4.5.

In addition, some of the resources dedicated to crisis and post-crisis situations have been redeployed to the priority action programme under outcome 8.

In fact, **we anticipate an increase in the extrabudgetary resources available for outcome 3**. Skills and upskilling was one of the major issues I advocated during my campaign, and it certainly will not be abandoned.

As regards the integration of skills and lifelong learning under outcome 3, this reflects the importance of addressing skills development as part of comprehensive employment policy frameworks. It is based on the recognition that an integrated approach is needed, to ensure that skills and training ultimately lead to real and decent job opportunities.

In terms of resources, **output 3.2 is by far the output with the highest regular budget allocation**. On top of that, a significant amount of resources attributed to other outputs are also dedicated to skills development.

All of this reflects the significance of the skills agenda that will be required to correspond to the huge changes that the world of work will face in the years to come. So once again, I can assure you that **the resources dedicated to skills and lifelong learning will actually increase in the next biennium**.

Fifth, the last point that I want to make is related to the **level of the budget**. We have taken seriously the concerns expressed by ASPAG and IMEC, among others.

To address these concerns – and despite the fact that upcoming vacancies and retirements were already taken into account at the time of the preparation of these proposals, yielding cumulative savings of some US\$18.4 million – we undertook a further in-depth review of the need to fill all remaining upcoming vacancies, including those arising through retirements. The review resulted in further reprofiling, and in some cases the elimination of posts that will become vacant, resulting in an additional saving of US\$1.9 million.

This amount will be used to fund the two meetings of the Standards Review Mechanism Tripartite Working Group. It will also be used to reinforce the capacity of the offices of Internal Audit and Oversight and of the Mediator as I said on Monday.

This will keep the baseline level of the budget unchanged in constant terms.

These new savings will of course have a corresponding negative impact on other parts of our activities. However, I can assure you that this is the only way to address these critical priorities within the limits of a zero-real-growth budget, as was requested.

A number of concerns were raised in relation to cost increases, in particular by IMEC, GRULAC, China and Japan. And I am well aware of the impact of inflation and rising costs on everyone in this room.

I am pleased to report that, since the preparation of my proposals, the ILO was able to set the price of electricity for 2024 at a more favourable rate than forecast in the proposals. This reduces the level of anticipated cost increases by some US\$1.8 million and brings down the overall cost adjustment from 4.6 to 4.4 per cent.

If we consider separately the exceptional and one-off adjustment of US\$7 million for relocating the Conference to PALEXPO, which we propose to ring-fence, the overall percentage adjustment for cost increase stands **at what I believe to be a very reasonable level of 3.6 per cent across the Office.** This amount is largely due to International Civil Service Commission (ICSC)-related staff costs and existing contractual obligations for ILO premises around the world.

Let me underline the importance of reaching agreement on adopting the budget.

Yes, it requires trust; it requires mutual understanding. I know it is difficult, but we have a responsibility to come with very clear support to this programme and budget. As I said on Monday, it should not be paralysed because of the ongoing difficult discussion that we are having.

So often in the past, you, the constituents of the ILO, have overcome divisions and differences and achieved consensus. But consensus or not, my plea – not only with regard to the decision on this programme and budget – is to ensure that two years from now we do not find ourselves in the same situation. Having policy discussions is very welcome but we have to preserve the programme and budget and move forward.

I therefore invite you to recommend the proposed programme and budget for adoption by the International Labour Conference in June this year.

That will be crucial for the future of the ILO and, **above all, for the people we serve.**

Thank you.

▶ I. Executive overview

1. This document presents the Programme and Budget for 2024–25. In an environment characterized by exceptional transformation, volatility and uncertainty, the programme and budget is designed to advance social justice and decent work by building on the ILO Declaration on Social Justice for a Fair Globalization, 2008 (Social Justice Declaration), the ILO Centenary Declaration for the Future of Work, 2019, and the Global Call to Action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient (Global Call to Action). The overall objective is to support ILO Member States in developing effective human-centred solutions adapted to the challenges and opportunities in the world of work generated by current crises, technological progress, climate change and demographic shifts, while ensuring progress on the 2030 Agenda for Sustainable Development (2030 Agenda).

2. The programme and budget is informed by relevant conclusions and resolutions adopted by the International Labour Conference, Governing Body decisions, the ILO's Strategic Plan for 2022–25 and lessons learned from past ILO work. Its development has also benefited from the guidance provided by the Governing Body on the preview examined at its 346th Session ¹ and on the proposals examined at its 347th Session ².

3. This executive overview summarizes the key elements of the global social justice programme for 2024–25. It includes specific information on how the programme will be delivered in regional contexts, on the reinforced approach to knowledge management, innovation and capacity development embedded in the programme of work and on the financial allocations to the different areas of work.

A global social justice programme

4. Global crises – including the COVID-19 pandemic, heightened geopolitical tensions, catastrophic climate events and the rising cost of living – have exacerbated imbalances, vulnerability and inequality in the world of work, threatening socio-economic progress and causing reversals in some areas. In many countries,

this has seriously undermined tripartism, social dialogue, fundamental principles and rights at work and the application of international labour standards.

5. Accelerated technological advances, growing digitalization and new modalities to organize production and work present challenges and risks of deterioration of labour rights, but also herald opportunities for transformational change in the world of work. Existing labour market and social protection policies and institutions are not sufficient to address these challenges and take advantage of these opportunities.

6. The United Nations (UN) Secretary-General's report *Our Common Agenda* has put the ILO's core values at the centre, representing a significant opportunity for the Organization, notably through the Global Accelerator on Jobs and Social Protection for Just Transitions. This is one of the initiatives that the ILO will leverage to address the risks posed by fragmented multilateral responses to social problems that hinder efforts to achieve social justice through decent work.

7. In this context and continuing ongoing efforts to focus the ILO's work on key policy outcomes (see figure 1), the Programme and Budget for 2024–25 is designed to:

- modernize, strengthen and disseminate the ILO's model of good governance in the world of work based on international labour standards and on social dialogue and tripartism, as the distinctive value added by the Organization (outcomes 1 and 2);
- provide support to constituents to develop and adapt policies and institutions of work for a human-centred recovery that creates decent jobs, ensures equality and extends protection to all (outcomes 3, 4, 5, 6 and 7);
- increase policy coherence and investments for social justice and decent work globally and in countries through a Global Coalition for Social Justice and priority action programmes in key cross-cutting areas (outcome 8).

¹ GB.346/PFA/1.

² GB.347/PFA/1.

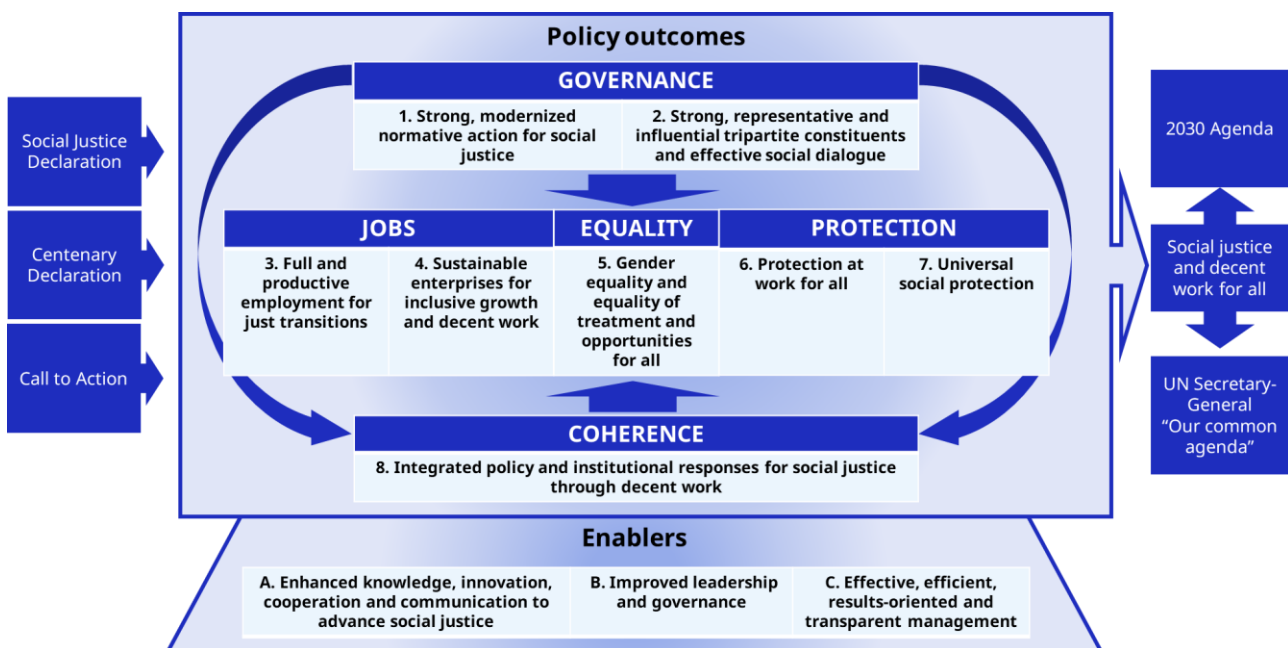
8. All policy outcomes, while maintaining continuity of the ILO’s work, have been revised to better respond to the pressing needs and challenges faced by constituents in Member States. Specific outputs place focus on the green and digital economies; formalization; equality and non-discrimination; supply chains; the social and solidarity economy (SSE), crisis response; and occupational safety and health (OSH).

9. The outcomes are intended to stimulate interdisciplinary, integrated and collaborative policy responses that draw on expertise from different technical areas of the ILO’s work. In turn, this requires stronger teamwork and collaboration across the

entire Office, including with a revitalized International Training Centre of the ILO (Turin Centre).

10. The implementation of the programme for 2024–25 relies on the ILO being the global centre of excellence in relation to world of work knowledge and on its capacity to harness innovative policies and practices, expand partnerships and development cooperation, exercise global leadership through its governing organs and ensure efficient, effective, results-oriented and transparent management. These areas of work have been grouped into three specific enablers.

► Figure 1. Summary of the programme of work for 2024–25



Modernization of the ILO’s normative system and strong social dialogue and tripartism

11. The ILO’s body of international labour standards has shaped labour laws and, therefore, the world of work. To keep pace with changes in work arrangements and the workplace, the effects of digitalization and automation in the labour market and the impact of climate change in jobs and livelihoods, among other trends, outcome 1 promotes the modernization of the ILO’s normative system. This includes work to support the supervisory bodies and the Standards Review Mechanism (SRM), accompanied by technical assistance to ensure follow-up of all its recommendations, increase ratifications,

facilitate the resolution of disputes and promote the integration of standards with a focus on fundamental principles and rights at work and sectoral instruments in trade, investments, development plans, UN Sustainable Development Cooperation Frameworks (Cooperation Frameworks), Decent Work Country Programmes (DWCPs) and to foster decent work in supply chains.

12. The ILO’s normative approach to a renewed social contract is also based on strong social partners, effective labour administrations and influential social dialogue, with respect to freedom of association and the effective recognition of the right to collective bargaining as essential preconditions. Outcome 2 develops a strategy to support ILO constituents as key actors and drivers of positive change in the world of

work by enhancing the capacity and resilience to expand their operations and influence in economic, social and environmental policies. This includes a dedicated programme to utilize the full potential of the social partners and enable them to play a key role in the pursuit of sustainable development, accompanied with capacity development in UN planning processes and to interact with multilateral organizations and international financial institutions.

Decent work for social justice

13. A human-centred approach to recovery from the multiple crises that affect the world of work requires the adaptation of the Decent Work Agenda to respond to the changing needs of the constituents and to reach those who are most at need. The strategies to achieve the relevant outcomes (3, 4, 5, 6 and 7) address current challenges posed by transformations in the world of work, notably the expansion of the digital and green economies. An important change is the integration of actions to develop employment policy frameworks with those required to strengthen institutions of work, skills and lifelong learning systems and labour market programmes that are essential for the generation of decent jobs.

14. Across all these outcomes, enhanced attention is given to the needs and aspirations of all those who need the ILO the most and those who encounter the greatest decent work and social justice deficits. Such groups include women, who are often the hardest hit during crises; workers and micro-entrepreneurs in the informal economy; own-account workers; victims of forced labour and child labour; youth not in employment, education or training; migrant and domestic workers; platform workers; and other groups facing a high risk of being left behind.

15. Achieving gender equality and equality of treatment and opportunities for all continues to be a cornerstone of the programme and an essential component of the ILO's strategy to tackle inequalities in the world of work. Specific measures to realize the transformative agenda on gender equality, non-discrimination and inclusion called for by the Centenary Declaration and the Global Call to Action are embedded in policy outcome 5 and have also been mainstreamed into other outcomes and outputs of the programme.

A Global Coalition for Social Justice and increased policy coherence

16. A major innovation of the programme is to forge a Global Coalition for Social Justice to promote strong, sustainable and inclusive development through strengthened global solidarity, policy coherence and concerted action. The Coalition will be the framework to bring together ILO tripartite constituents, UN entities, international financial and trade institutions, development partners, civil society organizations, the private sector and academia, to ensure that social justice and decent work are prioritized in national and global policymaking, in development cooperation, and in financial, trade and investment agreements. The Coalition will also contribute to the delivery of the 2030 Agenda through a coherent multilateral response to the world's socio-economic problems.

17. The Coalition's operational modalities will build on existing structures, partnerships and activities within each of the participating organizations, Member States or actors, and will promote the establishment of new joint programmes to strengthen the achievement of results on the ground. The Governing Body's guidance at its 347th Session (March 2023)³ and the discussion at the 111th Session of the International Labour Conference (June 2023) will inform the operationalization of the Global Coalition for Social Justice in 2024–25. The Coalition will reinforce the impact of the ILO's programme and contribute to achieving specific results at country level by placing the objective of social justice at the forefront of the multilateral debate and actions, mobilizing efforts and resources towards this joint objective. It will contribute to fostering knowledge generation and dissemination on social justice, increasing communication and awareness-raising, and enhancing dialogue and cooperation at country, regional and global levels.

18. Within this framework, outcome 8 specifically addresses the need for concerted efforts to promote policy coherence for social justice at global, regional and national levels and across the ILO. Four priority areas – transitions from the informal to the formal economy; just transitions towards environmentally sustainable economies and societies; decent work in supply chains; and decent work for crisis response – will benefit from intense Office-wide coordination and act as entry points to leverage partnerships and cooperation in support of the Coalition. These priority areas cut across all the substantive areas of work of

³ GB.347/INS/4.

the ILO. Four priority action programmes are established to that effect.

19. Each priority action programme will be coordinated by a small team tasked with fostering integrated approaches and working modalities, bringing together all relevant units and staff at headquarters and in the field, and including relevant development cooperation projects and personnel. The core positions in the coordination teams will be funded by regular budget resources supplemented by extrabudgetary resources, including from the Regular Budget Supplementary Account (RBSA), made available by development partners.

20. At the end of the biennium, the Office will undertake a review of the functioning of the priority action programmes to determine if and how this implementation approach should continue in 2026–27.

Delivering the programme in response to regional and national priorities

21. The ILO's work in each region will be guided by, and contribute to, the corporate objectives and priorities set in the Organization's global programme for 2024–25. It will take into account country-specific contexts and constituents' needs, and will leverage cross-region cooperation and expertise. In the delivery of the programme of work, strengthening the capacity of the tripartite constituents and promoting the ratification and implementation of international labour standards will be a common goal across all regions. The Global Coalition for Social Justice will be instrumental to reinforce partnerships with regional intergovernmental organizations, regional economic communities, regional development banks and financial institutions, UN entities, development partners, private foundations, enterprises and other stakeholders. Partnerships with regional and national academic institutions will be strengthened to ensure that the ILO's work and that of its constituents are informed by research and evidence on world of work challenges and policy innovations. Enhanced efforts will be made to increase the participation of the ILO and its constituents in UN processes, both at regional and country levels, taking advantage of the potential to develop joint programmes to address the key priorities of each region, including in the Humanitarian-Development-Peace Nexus.

22. In **Africa**, slow and limited economic growth continues to exacerbate structural challenges and decent work deficits, impacting negatively on job creation and labour protection. Social protection

coverage is still very low, with variations across and within countries and age groups. The consequences of current geopolitical and global crises are affecting recovery, generating an increase in unemployment, underemployment and informality across the continent, especially for women and younger workers.

23. The ILO's programme for Africa will focus on:

- extending social protection towards the target of covering 40 per cent of the population by 2025 and enhancing labour protection and OSH across the region, targeting those in the informal economy and migrant workers;
- supporting integrated policies and programmes to facilitate full and productive employment, with a focus on women, youth, people with disabilities and people in the informal and rural economies, promoting gender equality and non-discrimination, skills and lifelong learning, and employment-intensive investment programmes;
- promoting an enabling environment for entrepreneurship and sustainable enterprises with emphasis on productivity growth, enterprise formalization, just transitions and digital transformation, and the revitalization of productivity centres, supporting the cultural, care, blue, green and social and solidarity economies, as well as supply chains;
- strengthening the institutional capacity of tripartite constituents and social dialogue to advance social justice, promoting the ratification and implementation of international labour standards, and fighting against forced labour and child labour.

24. In the **Arab States**, progress towards the Sustainable Development Goals (SDGs) and people's participation in the political process across the region is uneven. High-income countries have sophisticated national development plans while others are in a state of fragility, suffering the effects of war, climate change and social unrest, with governments unable to provide basic services to their people and the labour market in severe crisis. Tripartism and social dialogue, as well as ratification and effective implementation of international labour standards, lag behind.

25. The ILO's work in the region will focus on:

- developing the capacity of workers' organizations and employer and business membership organizations (EBMOs) to provide relevant services to their members, reinforcing tripartite social dialogue and elevating bipartite dialogue and cooperation, ensuring a voice for women, youth,

migrant workers and other vulnerable groups in the labour market;

- supporting the generation of decent jobs and skills development for workers in the digital and green economies, including through the promotion of integrated policy frameworks for just transitions, productivity growth, supply chain development, responsible business conduct and enabling environments for sustainable enterprises;
- extending social security to workers in all forms of employment, based on sound financing and good governance, better integrating contributory and non-contributory schemes to achieve universal coverage, portability of entitlements across all schemes and the complementarity between social protection and employment promotion;
- promoting international labour standards, in particular the core Conventions and Protocols, with emphasis on enhancing compliance with national legislation through labour inspection and developing new compliance tools and strategies.

26. In Asia and the Pacific, the COVID-19 crisis has seriously affected the economic growth pathways in many countries. Decent work deficits – informal employment, working poverty, child labour and gender inequality – have been further intensified by a confluence of emerging economic, political and environmental challenges. The vulnerabilities of workers and enterprises stem in part from gaps in social and employment protection in the region, weaknesses in labour market institutions and insufficient social dialogue.

27. The ILO's work in Asia and the Pacific will pay particular attention to:

- building the institutional framework to support transitions to the formal economy and to decent work through the regional action programme on Formalization Pathways (FORAP) and the Global Accelerator on Jobs and Social Protection for Just Transitions, with a focus on the platform economy, agriculture, retail trade, manufacturing and construction;
- promoting fundamental principles and rights at work and social dialogue for better working conditions, addressing the region's lagging ratification rates of core Conventions and Protocols and persistent challenges on the application of fundamental standards, with a focus on freedom of association, OSH, supply chains and labour administration;
- supporting tripartite constituents in developing and implementing national, regional and sectoral priorities, including through DWCPs, UN Cooperation Frameworks and development cooperation programmes;
- strengthening multilateralism to advance decent work for all and reinforcing the ILO's development cooperation portfolio in the region especially on just transitions, decent work in food systems, labour migration and youth employment, increasing policy coherence based on international labour standards and tripartism.

28. In Europe and Central Asia, uneven recovery from the COVID-19 pandemic, the conflict in Ukraine, the subsequent food and energy crises and persistent inflation are affecting economies, enterprises and workers, widening inequalities across and within countries. One of the most pressing policy challenges for the region is to maintain the purchasing power of labour income and the overall living standards of workers and their families, particularly those at the lower end of the income distribution, while addressing the needs of refugees and hosting communities. Political instability in some countries of Eastern Europe and Central Asia and territorial disputes also generate changes in migration flows, a reduction of remittances and an increase of economic hardships.

29. In this challenging environment, the ILO's programme in the region will consider the different needs of countries focusing on:

- developing coherent policy responses to expand social protection and create decent jobs through an enabling environment for sustainable enterprises, addressing inequality, informality, discrimination and the rise of diverse forms of work arrangements, as well as labour shortages in key emerging economic sectors and the low participation of women in the labour markets;
- promoting the application of international labour standards, especially core Conventions and Protocols (including on OSH) within the framework of trade and investment agreements and supply chains, considering nearshoring trends in the periphery of the European Union;
- reinforcing processes and mechanisms to ensure impactful social dialogue and tripartism through stronger labour administrations, workers' organizations and EBMOs;
- participating actively in the recovery and reconstruction process in Ukraine – including through strengthening the ILO's presence in Kyiv –

and addressing the consequences of the conflict in other nations with emphasis on social protection gaps and financing, skills and lifelong learning, labour migration, OSH, labour inspection, social dialogue and just transitions.

30. In **Latin America and the Caribbean**, post-pandemic economic and labour market recovery has been modest, insufficient to guarantee decent working conditions to most of the population. Increasing inflation and the tightening of global financial conditions are affecting the fiscal space and reducing opportunities for countries to invest in and benefit from the digital and environmental transitions. Informalization of businesses and workers is on the rise and productivity is still very low. This, among other factors, negatively affects conditions of work, wages, social protection and respect for fundamental principles and rights at work.

31. The ILO's work in Latin America and the Caribbean will place particular attention to:

- supporting comprehensive policy and institutional frameworks for the creation of formal jobs and sustainable enterprises, with a strong focus on just transitions, gender equality and inclusion, entrepreneurship and skills and lifelong learning, especially for youth;
- strengthening protection for all through the universalization of social protection, combining national social protection floors and stronger contributory social security schemes; income security measures such as unemployment benefits linked to retraining and lifelong learning; the integration of OSH in development frameworks and sectoral protocols; national care systems; socio-economic integration of migrants and refugees; and institutional frameworks that allow indigenous peoples to participate in policy design;
- promoting international labour standards, especially core Conventions and Protocols, with emphasis on OSH, forced labour and, notably, freedom of association and the right to collective bargaining, and supporting the Latin America and the Caribbean Free of Child Labour Regional Initiative;
- improving the conditions for social dialogue and the institutional capacity of social partner's organizations and labour administration, with a focus on industrial relations, labour dispute

settlement and labour law reforms to effectively address telework, outsourcing and decent work in the platform economy, and facilitating the participation of EBMOs and workers' organizations in national SDG frameworks and UN planning processes.

A reinforced approach to knowledge management, innovation and capacity development

32. The ILO's strategic approach to achieving social justice through decent work and contributing to the 2030 Agenda is underpinned by knowledge generation and dissemination, the ability to identify and scale up innovative solutions to address emerging challenges in the world of work, and the continuous development of the institutional capacity of the tripartite constituents to ensure that decent work progress is solid and sustainable. Knowledge and innovation in relation to social justice and decent work are generated by the ILO, including the tripartite constituents, and outside of the Organization. The ILO's work in these areas will be based on the ILO-wide strategy for institutional capacity development adopted in 2019 ⁴ and on the Governing Body's guidance on the ILO Strategy on knowledge and innovation ⁵ at its 347th Session (March 2023).

33. The development of a strong knowledge base on the world of work, including a robust and expanded statistical base, will be a key priority in the biennium. Building on recent experience and the 2020 high-level evaluation of the ILO's research and knowledge management functions, the ILO will also strengthen the institutional framework, governance mechanisms, communication strategy, networks, partnerships and internal capacities to perform these functions effectively, increasing the visibility and impact of knowledge and innovations on social justice and decent work.

34. The ILO's work on knowledge and innovation is spread across the organizational structure. Knowledge is generated and disseminated through different functions, including research, statistics and evaluation, and through the normative, policy and development cooperation work of the Organization at headquarters and in the field. This complexity calls for a reinforced and systematic approach. The implementation of the ILO Strategy on knowledge and

⁴ GB.335/INS/9.

⁵ GB.347/PFA/4.

innovation will consolidate and coordinate the ILO's ongoing and future work in these areas. More information on knowledge and innovation is included in enabler A and in the policy outcomes' strategy.

35. To operationalize the ILO Strategy on knowledge and innovation in 2024–25, the Office will take stock of existing knowledge management and innovation initiatives at headquarters, in the regions and in the Turin Centre, and adapt them to the priorities for the biennium. This will include the optimization of existing research capacity and research products through a streamlined and impactful publication policy and a common approach to flagship reports. Within the existing budget, part of the resources dedicated to knowledge management and innovation will be redeployed to facilitate the implementation of the Strategy.

36. The implementation of the ILO-wide institutional capacity development strategy will take into consideration the findings of the 2022 high-level independent evaluation of the ILO's COVID-19 response, which recommended to adjust capacity-building modalities to meet the needs of employers' and workers' organizations in the post-pandemic world, ensuring that they are able to develop policy responses and offer innovative services to their members. The evaluation also stressed the need to consider the digitalization of essential services and tools and to find the right balance between online and face-to-face approaches for capacity development.

37. The ILO will put in place a dedicated programme to strengthen the institutional capacity of EBMOs and workers' organizations to harness their full potential to contribute to economic, social and sustainable development, focusing on capacity for advocacy, knowledge management and representation (see more information under policy outcome 2). This programme, managed by the bureaux for employers' and workers' activities, will aim at consolidating ILO support to the social partners' organizations, including by mobilizing additional resources for this purpose and strengthening alliances with development partners. Resources from the RBSA will be allocated to kick-start this programme.

38. Building on its consolidated capacity development service portfolio and its role as a digital innovation hub, the Turin Centre will continue to pilot and implement digitally enhanced learning and collaboration applications and tools, including online platforms. It will also facilitate the design and development of new products in cooperation with ILO departments and field offices, acting as a safe space

for ILO constituents and staff to scale up innovations with new technologies and approaches.

Improved communication, development cooperation, governance, oversight and management

39. The ILO will continue a trajectory of continued improvement in organizational performance through an increase in the efficiency and effectiveness of governance, oversight and management processes and practices, including in the areas of communication and development cooperation. Specific initiatives in these areas are detailed in enablers A, B and C of the programme.

40. Enabler A of the programme focuses on the need to enhance the ILO's capacity on knowledge and innovation presented in the previous section, aligned with a reinforcement of development cooperation and communication. Based on the Development Cooperation Strategy 2020–25 and its implementation plan, the Office will strengthen alliances with development partners, UN entities, international financial institutions, governments and private foundations for the achievement of the policy outcomes. The ILO will also increase the visibility of its work and results by effectively communicating its activities and research using the latest technological advances and tools.

41. As described in enabler B, special efforts will be put in place to consolidate the Organization's leadership in international and multilateral initiatives to promote social justice, notably through the Global Coalition. The Office will continue to facilitate the engagement of the ILO Members in effective decision-making and priority-setting through the work of the ILO Governing Body and the International Labour Conference, while intensifying support to achieve the necessary ratifications of the 1986 Amendment to the ILO Constitution for its entering into force. At country level, the focus will be on the effective engagement of the ILO and its constituents in UN planning processes and in the implementation of joint programmes, including through DWCPs and more integrated and impactful development cooperation projects, that are fully responsive to constituents' needs.

42. The ILO will continue developing effective policies and procedures for risk management and internal controls and will reinforce its capacity for oversight and mediation, while ensuring the implementation of the ILO's Environmental and Social Sustainability Framework across all areas of work. Based on a renewed ILO Evaluation Strategy, the Office will

further promote the use of quality evaluative evidence for organizational improvement and learning.

43. Multiple global crises, including the COVID-19 pandemic, the Ukraine conflict and the associated food and energy crises, have highlighted the importance of risk management and business continuity. In a context of increasing uncertainty and volatility, the Programme and Budget for 2024–25 will be implemented in an agile and flexible manner. Appendix III summarizes the risks facing the Organization alongside mitigation responses to address those risks.

44. The Office will also continue to develop systems and policies to further optimize the use of resources entrusted to it based on the results-based management approach and on an adaptive manner, taking advantage of the lessons learned and progress made during the COVID-19 pandemic and ensuring financial accountability and transparency (enabler C). This includes improvements in the digital environment and physical infrastructure to support operations, improved policies and processes in relation to the ILO's workforce, and the development of stronger policies and mechanisms to ensure that all the financial and human resources available are managed in an integrated manner focusing on the achievement of relevant results for the constituents at all levels. Work in these areas will be based on the Information Technology Strategy 2022–25, the Human Resources Strategy for 2022–25 and the Development Cooperation Strategy 2020–25 and its implementation plans.

45. To ensure effective results-based management, the programme and budget includes a complete results framework that sets out the chain of results to which the ILO intends to contribute, from the outputs to the impact, accompanied by key performance indicators to measure progress at each level (Appendix I). Technical and methodological notes for each indicator have been developed to support the

Office's monitoring and reporting process. These notes specify qualitative criteria that define the expected results at country level for each of the programme and budget outputs corresponding to the policy outcomes and enablers.

46. The results framework includes preliminary data on the baseline and expected targets for the indicators (by region whenever appropriate), based on information available as of December 2022. In aggregate, it is estimated that the ILO will contribute to achieving 1,004 results at country level in 2024–25 as measured by 50 output indicators across all policy outcomes, as well as 115 new ratifications of Conventions and Protocols.⁶ This information will be reviewed and updated as necessary at the end of 2023 to reflect progress in decent work trends and the results achieved under the implementation of the ILO's programme in 2022–23.

Resource allocations

47. The budget for 2024–25 has been designed to maximize the value for money in recognition of both the increasing demand for ILO services and the financial constraints faced by Member States as contributors and donors. Every effort has been made to absorb expenditures within the existing budget level and to redeploy resources to the highest priorities of the programme for the biennium by improving the effectiveness and efficiency of the operations across the Office.

Regular budget

48. The strategic regular budget for 2024–25 in constant US dollars as shown in table 1 is US\$852,760,200, a zero-real growth budget identical to the budget for 2022–23 in constant US dollars. Details on the operational budget with resources by organizational unit are provided in Information Annex 1.

⁶ For reference, the aggregate target for output indicators in 2022–23 was 854 country results measured by 54 output indicators and 105 new ratifications.

► **Table 1. Strategic budget by appropriation line**

| | Strategic budget 2022–23 ¹ (in US\$) | Strategic budget 2024–25 (in constant 2022–23 (US\$)) | Strategic budget 2024–25 (recosted (US\$)) | Strategic budget 2024–25 (recosted and revalued (US\$)) |
|---|---|--|--|--|
| Part I. Ordinary budget | | | | |
| A. Policymaking organs ² | 54 823 727 | 53 436 544 | 56 810 796 | 56 284 211 |
| B. Policy outcomes | 678 434 249 | 679 273 824 | 703 638 728 | 699 622 315 |
| C. Management services ³ | 66 154 750 | 66 662 491 | 69 127 629 | 68 573 698 |
| D. Other budgetary provisions | 46 448 882 | 46 488 749 | 48 724 117 | 48 395 981 |
| Adjustment for staff turnover | -6 903 130 | -6 903 130 | -7 164 404 | -7 111 327 |
| Total Part I | 838 958 478 | 838 958 478 | 871 136 866 | 865 764 878 |
| Part II. Unforeseen expenditure | | | | |
| Unforeseen expenditure | 875 000 | 875 000 | 875 000 | 875 000 |
| Part III. Working Capital Fund | | | | |
| Working Capital Fund | | | | |
| Total (Parts I–III) | 839 833 478 | 839 833 478 | 872 011 866 | 866 639 878 |
| Part IV. Institutional investments and extraordinary items | | | | |
| Institutional investments and extraordinary items | 12 926 722 | 12 926 722 | 13 291 577 | 13 160 122 |
| Total (Parts I–IV) | 852 760 200 | 852 760 200 | 885 303 443 | 879 800 000 |

¹ To facilitate comparison with 2024–25 figures, the 2022–23 budget was restated to reflect the realignment of grade-differentiated standard costs in headquarters and field offices following the revaluation of the recosted budget at the budget rate of exchange of CHF0.90 to the US dollar. ² The strategic budget for policymaking organs includes resources from the Official Meetings, Documents and Relations Department, and the Internal Services and Administration Department which directly support governance activities. ³ Management services is comprised of: Office of the Director-General, Ethics function, Evaluation, Independent Oversight Advisory Committee, Internal Audit and Oversight, External Audit costs, Assistant Director-General's Office Corporate Services, Financial Management, Human Resources Development and Strategic Programming and Management.

Efficiency gains and redeployment of resources

49. For the preparation of the regular budget, organizational units at headquarters and in the regions were requested to identify potential areas for savings and to reprioritize resources in line with the priorities of the programme of work, with the overall purpose of increasing the ILO's capacity, in particular in the field, to provide relevant technical and policy advice to ILO constituents. Based on this exercise, a total amount of US\$20.3 million, equivalent to 2.4 per cent of the regular budget for 2022–23 in constant

US dollars, has been identified for redeployment as a result of:

- a reduction in costs for travel, meetings, seminars and general operations through the enhanced use of digital technology;
- changes in programmatic focus by identifying work items/products that are de-emphasized and realigned to the highest priorities;
- the use of planned vacancies and anticipated retirements until the end of 2025 to strengthen analytical and technical services to constituents;

- more effective and efficient use of non-staff costs on external collaborators and contract services;
- the reallocation of the resources approved in 2022–23 for the Innovation and Knowledge Management Unit to support key priorities for the biennium, including the implementation of the ILO Strategy on knowledge and innovation.

50. This US\$20.3 million is redeployed as follows:

- US\$6.4 million to strengthen ILO capacity to provide effective and relevant services and policy advice to constituents in the regions by increasing technical expertise in Africa, the Americas and Asia and the Pacific through the creation and reprofiling of professional positions; following discussions in the Governing Body, this includes reinforcing the ILO's presence in Ukraine and the Bolivarian Republic of Venezuela;
- US\$0.9 million to hold two meetings of the Standards Review Mechanism Tripartite Working Group (SRM TWG) to accelerate the examination of the body of standards to complete its work before 2028;
- US\$3.9 million to strengthen technical services delivered by policy departments at headquarters, including on research, statistics, social protection, the implementation of the Global Accelerator on Jobs and Social Protection for Just Transitions, and the improvement of technical products and tools;
- US\$5 million to adequately equip the four priority action programmes and to fund the reorganization of the Office's structure to strengthen its capacity to deliver quality services to the tripartite constituents;
- US\$2.9 million to increase the capacity of the Office in the areas of human resources, internal audit, legal services and facilities management, through the reprofiling of positions, the creation of new professional posts and the allocation of resources to fund improvements to processes;
- US\$1.2 million to increase physical security and cybersecurity.

Institutional investment

51. In accordance with the long-term strategy for the financing of future periodic refurbishment and renovation of ILO buildings approved by the Governing Body at its 310th Session (March 2011), a provision of some US\$8.2 million has been made towards the financing of the Building and Accommodation Fund. This provision represents 1 per

cent of the insurance value of the ILO buildings. In addition, the budget includes resources to fund the following critical projects at a total cost of US\$5 million:

- replacement of headquarters Access Network Switches that will reach the end of their lifetime in 2024–25, as this infrastructure is critical to delivering an efficient, stable and secure working environment for the Office;
- replacement of the strategic management module of the ILO's Integrated Resource Information System (IRIS), which was developed over 15 years ago, as its technology is becoming rapidly outdated and its compatibility with the rest of the IRIS enterprise resource planning is increasingly challenging to maintain;
- completion of the Integrated Workplace Management System, which will consolidate multiple legacy systems to provide detailed information and facilitate the administration of ILO-owned assets worldwide and lease arrangements for premises;
- installation of branded signage in new security pavilion, exterior areas, parking and lower floors at headquarters;
- replacement of smoke detection heads in the main building at headquarters, in line with Swiss law.

Cost increases

52. The budget level has been determined considering the impact of inflation, exchange rate movements and other factors with the purpose of maintaining the Organization's capacity to deliver the programme of work. This includes a specific analysis of trends of costs in external offices, as inflation varies significantly between regions and countries. Based on this analysis, a nominal increase of US\$27 million is required to retain the real level of the 2022–23 budget, representing a 3.2 per cent increase over the two-year period. The cost factors are further described in Information Annex 2.

Integrated budgeting for policy outcomes

53. The programme of work for 2024–25 will be financed by the approved level of the regular budget and voluntary funding from development partners. Table 2 presents, in an integrated manner, the regular budget allocations and the estimated extrabudgetary expenditure, including from the RBSA, for the policy outcomes, as compared to the budget for 2022–23 remapped to the new results framework.

► **Table 2. Strategic framework, total resources in 2022–23 and for 2024–25 (in US\$ million)**

| Outcome | Revised regular budget 2022–23 ¹ | Estimated extrabudgetary expenditure 2022–23 | Estimated RBSA 2022–23 | Regular budget 2024–25 | Estimated extrabudgetary expenditure 2024–25 | Estimated RBSA 2024–25 |
|---|---|--|------------------------|------------------------|--|------------------------|
| Outcome 1: Strong, modernized normative action for social justice | 97.0 | 119.2 | | 99.9 | 127.1 | 1.5 |
| Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue | 109.8 | 20.8 | | 113.3 | 27.0 | 2.0 |
| Outcome 3: Full and productive employment for just transitions | 116.2 | 168.3 | | 113.9 | 184.0 | |
| Outcome 4: Sustainable enterprises for inclusive growth and decent work | 50.1 | 52.3 | | 53.0 | 61.6 | |
| Outcome 5: Gender equality and equality of treatment and opportunities for all | 43.9 | 30.0 | | 45.7 | 35.9 | 0.5 |
| Outcome 6: Protection at work for all | 61.3 | 60.5 | | 63.6 | 84.9 | 0.9 |
| Outcome 7: Universal social protection | 46.0 | 52.0 | | 48.5 | 62.5 | 0.4 |
| Outcome 8: Integrated policy and institutional responses for social justice through decent work | 11.5 | 16.9 | | 14.2 | 17.0 | 4.0 |
| To be allocated | | | | | | 25.7 |
| Subtotal policy outcomes | 535.8 | 520.0 | 30.0 | 552.1 | 600.0 | 35.0 |
| Support services ² | 142.6 | | | 147.5 | | |
| TOTAL | 678.4 | 520.0 | 30.0 | 699.6 | 600.0 | 35.0 |

¹ To facilitate comparison with 2024–25 figures, the 2022–23 budget by outcome was remapped to the new results framework and revised to reflect the realignment of grade-differentiated standard costs in headquarters and field offices following the revaluation of the recosted budget at the budget rate of exchange of CHF0.90 to the US dollar. ² The strategic budget for support services include resources that contribute to the delivery of the policy outcomes from the Internal Services and Administration Department, the Information and Technology Management Department, the Official Meetings, Documents and Relations Department, the Department of Communication and Public Information, and the Procurement Bureau. The 2022–23 figure also includes resources for the Innovation and Knowledge Management Unit.

54. Overall, the strategic framework reflects a further movement of resources from administrative and support functions to frontline technical support. The regular budget allocation for the eight policy outcomes in real terms (excluding the rise in costs) increases by US\$4.6 million compared to 2022–23, of which US\$3.1 million is allocated to the five regional programmes. Regular budget allocations increase for

all the policy outcomes except outcome 3, concerning employment, whose direct allocation in real terms is reduced by US\$4.7 million. This change is due to the reorientation of resources towards other outcomes in 2024–25, particularly outcome 4 on sustainable enterprises and outcome 8 on integrated policy and institutional responses.

55. The regular budget attribution to each of the eight policy outcomes reflects inputs from all departments and regions and corresponds to the totality of the regular budget resources available in these units, including the Regular Budget Technical Cooperation (RBTC). The distribution of RBTC resources for technical departments and regions is presented in Information Annex 3. Therefore, resources attributed to a specific outcome in the strategic budget are higher than those assigned to the lead technical units in the operational budget. Information about the regular budget attribution to the outputs corresponding to the policy outcomes is presented in Information Annex 4.

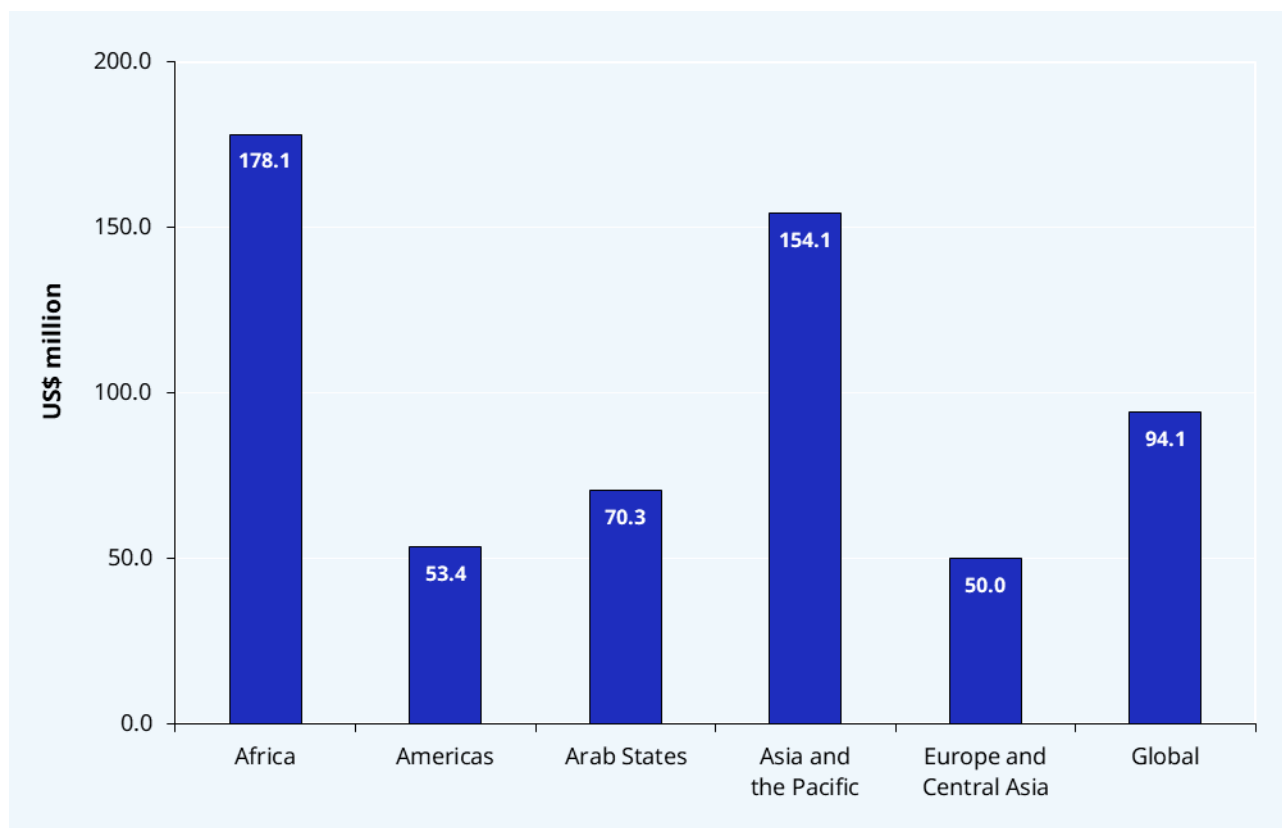
Estimated extrabudgetary expenditure

56. Overall, the ILO expects to deliver some US\$600 million from extrabudgetary resources in 2024–25 against policy outcomes (excluding the RBSA). This represents an estimated increase of US\$80 million compared to 2022–23. This is based on the expectation of the continuation of increasing levels of voluntary contributions (as received in recent years), confirmed contributions from development partners for future activities and expected retained

balances from ongoing activities that will become available in 2024–25. Estimated extrabudgetary expenditure is expected to increase for all outcomes, with the highest increase anticipated for outcomes 6 on protection at work, 3 on employment and 7 on social protection. Figure 2 provides the estimated extrabudgetary expenditure by region.

57. The Office will continue diversifying and expanding its partnerships to secure resources needed for the delivery of the policy outcomes, including through lightly earmarked and unearmarked contributions as well as for large integrated development cooperation programmes funded by multiple partners. The priority action programmes, together with the Global Accelerator on Jobs and Social Protection for Just Transitions, will be entry points for leveraging advocacy, convergence of policies and financing, funding for ILO assistance, as well as multilateral cooperation – all of which will be essential for realizing the Global Coalition for Social Justice. The Office will thus pursue implementing a forward-looking partnership and funding approach, in line with the ILO Development Cooperation Strategy 2020–25.

► **Figure 2. Estimated extrabudgetary expenditure 2024–25 by region (in US\$ million)**



The regular budget supplementary account

58. As an unearmarked source of funding based on voluntary contributions, the RBSA is a very valuable source of funds for the ILO to facilitate the achievement of results in priority areas established considering the needs of the constituents. RBSA resources also have catalytic effects in leveraging additional funds and for implementing integrated responses to complex decent work challenges in countries.

59. The RBSA will be used strategically to fund the priorities set out in the programme and budget. Overall, it is expected that RBSA expenditure in 2024–25 will increase to US\$35 million. This will include the allocation of US\$2 million to kick-start the

programme to support institutional capacity development of EBMOs and workers' organizations, and US\$7.3 million to fund 15 key professional positions, of which 8 positions would be at headquarters to support the priority action programmes and strengthen technical work on gender equality, OSH and social protection, and 7 positions would be in the field, including 3 to support industrial relations, labour dispute settlement and social dialogue in the Americas. Additional resources will be allocated in a flexible and needs-based manner throughout the biennium to achieve country-level results around priority areas of work, notably gender equality and inclusion, formalization, just transitions, decent work in supply chains and decent work for crisis situations, expecting a total expenditure of an additional US\$25.7 million

▶ II. Policy outcomes

60. This section presents the strategy to achieve the eight policy outcomes, including the outputs that will be delivered to that effect. The complete results framework, including indicators, means of

verification, targets and baselines, is provided in Appendix I. The links between the policy outcomes and the SDGs are set out in Appendix II.

Outcome 1: Strong, modernized normative action for social justice

Strategy

61. International labour standards and the technical support provided for their implementation and supervision remain the ILO's main tools to support the protection of workers, the resilience of sustainable enterprises and the realization of fundamental principles and rights at work that stand guard for a human-centred approach to a world of work in need of resolute action to promote social justice and address inequalities. To fully realize its potential as the blueprint for a renewed social contract, ILO normative action must continue to be modernized. Firstly, an acceleration of the tripartite review of international labour standards coupled with standard-setting activities to address new and evolving needs for international regulation will equip the ILO with a clear, robust and up-to-date body of standards. Secondly, sustained improvements of working methods and greater legal certainty within the supervisory system will increase its authority while reducing the reporting burden and the workload of the supervisory bodies. Thirdly, ILO capacity-building and development cooperation will aim at supporting national implementation of international labour standards.

62. The Standards Review Mechanism is called upon to redouble its efforts to secure the continued relevance of the body of standards through the implementation of all its recommendations. Standard-setting will aim at addressing evolving and new regulatory gaps emerging from changing patterns of the world of work. Assistance to constituents will be intensified to support their efforts to align ratification and application of standards with current protection needs of all working people, taking into account the needs of sustainable enterprises.

63. An authoritative supervisory system remains the cornerstone of strong normative action. The supervisory bodies will be supported to intensify their modernization and to improve the sharing of compliant practices through information technology

in line with the 2016 work plan to strengthen the supervisory system. Legal certainty in the interpretation of standards should be secured. Constituents will be better assisted at national level to engage in conciliation of disputes over the application of standards.

64. With the support of development cooperation and drawing on the lessons learned from evaluations, normative action will focus on workers and employers, as well as legislators and legal professionals to design, promote or enforce labour and social security law; conduct social dialogue, including collective bargaining based on respect for freedom of association; and foster a preventive safety and health culture. Normative support will shape the due diligence undertaken by sustainable enterprises seeking to strengthen responsible business conduct in the social and governance spheres.

65. To ensure coherent normative action across the multilateral system, the ILO will consolidate and expand partnerships with UN human rights initiatives (such as the UN Secretary-General's Call to Action on Human Rights) and mechanisms (such as the UN treaty-monitoring bodies through the Office of the United Nations High Commissioner for Human Rights); with SDG coalitions, including Alliance 8.7 and the 8.5 Equal Pay International Coalition (EPIC); with the UN development system on the normative dimension of "Our Common Agenda" through the UNSDG Human Rights Mainstreaming Fund, among other initiatives; and with multilateral development banks to strengthen their social safeguard policies on the basis of international labour standards.

66. ILO work in the biennium will also include advisory services on labour and social security law tailored to the specificities of small and medium-sized enterprises (SMEs) and sharing comparative experience with innovative approaches to regulation in order to improve SME regulatory compliance and provide adequate labour protection for women, youth and other disadvantaged workers predominantly

employed in small businesses. Within the broader framework of ILO initiatives to strengthen policy coherence, development cooperation will respond to the growing demand from constituents in the public and the private sector to apply international labour standards in their environmental, social and governance initiatives. Assistance will focus on countries seeking to implement labour provisions in trade and investment arrangements and to strengthen supply chain governance.

ILO focus in 2024–25

Output 1.1. Increased capacity of Member States to ratify international labour standards

67. The setting, promotion, ratification and supervision of international labour standards is of fundamental importance to the ILO. Ratification aims to promote, formalize and consolidate commitments to ensure effective application of international labour standards in law and practice. The strategy rests on the sovereign decision and efforts by Member States to move ratification and application of standards forward in tandem, in consultation with the social partners. Building on experience and lessons learned in past and ongoing ratification campaigns, work will be based on support to constituents and will be implemented in partnership with global and local stakeholders. The ILO will support all Member States to work towards the ratification and implementation of fundamental and governance Conventions, including the Occupational Safety and Health Convention, 1981 (No. 155), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and to periodically consider, in consultation with employers' and workers' organizations, the ratification of up-to-date technical standards to achieve a progressively increasing coverage of each of the strategic objectives of the Decent Work Agenda.

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

- accelerating follow-up to recommendations of the Standards Review Mechanism Tripartite Working Group (SRM TWG);
- undertaking gap analyses and pre-ratification reviews of national law and practice with a view to supporting early effective implementation;
- preparing for ratification and effective application, including through the sharing of ratification and application experience with other Member States

and pre-ratification advice on draft labour and social security laws and regulations;

- undertaking comprehensive ratification record reviews with a view to ensuring obligations undertaken reflect commitment to freedom of association and collective bargaining as enabling rights; respond to recommendations of the SRM TWG; reach across the four strategic objectives of the Decent Work Agenda; and protect workers, taking into account the needs of sustainable enterprises;
 - promoting decent work and sustainable development through ratification of international labour standards and by taking full advantage of preferential trade and investment arrangements.
- 69.** At the global level, the ILO will:
- further develop the existing Standards Review Mechanism help desk (including a dedicated questions and answers checkpoint, website and webinars) established to facilitate the engagement of constituents with the SRM TWG and the implementation of its recommendations at all levels, as approved by the Governing Body;
 - continue to facilitate tripartite dialogue on the Organization's standards policy to decide on possible new instruments that can be adapted more easily to changing patterns in the world of work;
 - target promotion of the ratification and effective implementation in national law and practice of international labour standards relevant to decent work in supply chains, with special attention to standards giving expression to all five fundamental principles and rights at work, and the governance Conventions;
 - expand opportunities for the use of information technology and distance learning in response to constituents' needs, ensuring access to practical and user-friendly information that is of relevance for ratification and effective application;
 - promote a disaggregated data-driven approach to normative action, vital to tracking SDG progress, by stepping up the promotion of ratification of the Labour Statistics Convention, 1985 (No. 160), as well as collecting data from Alliance 8.7 and under SDG indicator 8.8.2.

Output 1.2. Increased capacity of constituents to drive effective application of international labour standards

70. The ILO supervisory system will be further modernized to ensure that normative commitments to social justice and decent work are effectively put in practice and drive measurable progress, including through a modernized regular reporting system and prioritized ILO technical advisory services, in partnership with the UN development system, to assist Member States in identifying viable options for closing the normative gaps identified by ILO supervisory bodies and preventing labour standards-related disputes.

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

- examining and addressing comments from the ILO supervisory bodies regarding the implementation of international labour standards, including in the context of UN Cooperation Frameworks, DWCPs and development strategies;
- reviewing upon request draft regulatory texts, in particular labour legislation, maritime labour regulations and international labour migration and social security agreements, based on expertise in comparative labour and social security law, international labour standards, UN guidance and gender-responsive drafting;
- accessing information on the findings of the ILO supervisory system and country data;
- servicing arrangements for conciliation of disputes as part of the operation of the representation procedure under article 24 of the Constitution, in accordance with decisions taken by the Governing Body, as well as providing technical advisory services to strengthen the prevention of standards-related disputes by addressing their root causes;
- addressing requests for support with implementing labour provisions in trade and investment agreements.

72. At the global level, the ILO will:

- facilitate the work of the supervisory bodies and prioritize follow-up on their recommendations at country level;
- facilitate discussions of the supervisory bodies on their working methods, with a view to supporting their continuous improvement;

- progressively modernize regular reporting modalities to facilitate Member States' engagement as well as peer learning by rendering information on compliant national laws, regulations and policies publicly accessible;
- continue to report annually on SDG indicator 8.8.2 on labour rights as per the methodology approved by the 20th International Conference of Labour Statisticians (ICLS) in 2018 and endorsed by the Governing Body, and ensure better understanding of the underlying methodology and coding of SDG indicator 8.8.2, both for constituents and ILO staff;
- continue to develop the capacity of the tripartite constituents, members of the judiciary, labour dispute settlement authorities and legal professionals in collaboration with the Turin Centre.

Output 1.3. Increased capacity of constituents, partners and stakeholders to engage with normative action

73. Building the capacity of the tripartite constituents to participate fully and effectively at all stages of the normative cycle is critical to ensuring that standards have impact in all situations and in respect of all working people in need of protection. To strengthen policy coherence in the multilateral system, the ILO must also build the capacity of the constituents, partners and stakeholders to own, use and implement international labour standards in framing and developing national recovery strategies and to achieve the SDGs, focusing on communication, knowledge-sharing and awareness-raising.

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

- conducting tripartite consultations on proposals for ratification and application, and developing the capacity of the social partners to participate effectively and reach consensus in particular in respect of recommendations of the SRM TWG;
- engaging with standard-setting processes, including on OSH;
- facilitating tripartite consultations on standards-related matters in accordance with the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144);
- engaging with the supervisory system in an effective and timely manner, including through regular reporting by governments and making submissions by the social partners;

- consistently promote international labour standards mainstreaming in UN Cooperation Frameworks and DWCPs in cooperation with the Turin Centre, with particular attention to gender equality and all five categories of fundamental principles and rights at work.

75. At the global level, the ILO will:

- expedite the tripartite examination of the current body of standards by the SRM TWG, including by means of a possible time-bound plan to complete the review before 2028;
- develop options for initiatives that complement the body of international labour standards to take into account the changing world of work, the challenges of cross-border supply chains, implementation gaps and national circumstances, whether through new normative measures, the revision of existing measures, or supplementary guidelines and tools;
- continue to strengthen partnerships and alliances with the UN system, development partners (including South–South and triangular cooperation) and international financial institutions in order to support constituents in their efforts towards giving effect to standards, including supervisory comments and with particular attention to all five categories of fundamental principles and rights at work;
- map and analyse regulatory initiatives and normative measures and their possible impact on decent work in supply chains as well as comments made in this respect by the supervisory bodies.

Output 1.4. Increased capacity of constituents, partners and stakeholders to respect, promote and realize fundamental principles and rights at work

76. The inclusion of a safe and healthy working environment as a fundamental principle and right at work has renewed momentum to promote rights-based policies on labour, trade and investment at national and international levels and in supply chains. The ILO will seize the opportunities brought about by this development to reinvigorate the promotion of the ILO Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022, its annual review and its implementation. It will implement a multipronged strategy throughout the programme of work, notably under outcomes 1, 2, 4, 5 and 7, to support tripartite constituents in taking concerted action to address fundamental principles and rights at work deficits combining knowledge development,

capacity-building, development cooperation, leveraging innovation, partnerships, advocacy and communication and mobilizing resources, including through the Accelerator Lab 8.7 initiative and others such as the ILO's Fair Recruitment Initiative.

77. At country level, the ILO will support constituents, with particular attention to vulnerable populations in supply chains, informal and rural economies and in situations of crisis, in:

- undertaking a campaign for the realization of freedom of association and collective bargaining as the cornerstone of a renewed social contract;
- undertaking initiatives to respect, promote and realize all mutually reinforcing fundamental principles and rights at work, with particular attention to a safe and healthy working environment, non-discrimination, freedom of association and collective bargaining;
- strengthening constituents' capacity as well as legal frameworks, data and knowledge, including through international cooperation and experience sharing, to support evidence-based policymaking to address the root causes of child labour and forced labour, with a view to accelerating progress towards SDG target 8.7, through the Durban Call to Action on the Elimination of Child Labour, Alliance 8.7, regional initiatives, the International Programme on the Elimination of Child Labour and Forced Labour (IPEC+) and business networks (notably the Child Labour Platform and the ILO Global Business Network on Forced Labour).

78. At the global level, the ILO will:

- conduct ratification campaigns of all fundamental standards, especially the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), Conventions Nos 155 and 187 and the Protocol of 2014 to the Forced Labour Convention, 1930, and develop a tripartite plan of action on fundamental principles and rights at work 2024–30, based on the outcome of the Conference recurrent discussion (2024);
- develop global knowledge, research products and updated policy guidance to mutually reinforce interventions related to fundamental principles and rights at work; and produce new global estimates on child labour 2021–25 and tools to assess deficits, including a safe and healthy working environment and a repository on SDG target 8.7, as a follow-up of the Durban Call to Action on the Elimination of Child Labour;

- consolidate partnerships, generate innovation and build capacity through Alliance 8.7, EPIC, the fundamental principles and rights at work academy, regional initiatives and business networks;
- enhance its support for the annual review of the ILO Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022, and give higher priority to technical assistance requested by Member States in their annual reports.

Output 1.5. Increased capacity of constituents, partners and stakeholders to implement sectoral international labour standards, codes of practice, guidelines and tools

79. As decent work challenges and opportunities greatly vary in different sectors, the ILO will assist constituents to better implement sectoral international labour standards, codes of practice, guidelines and tools, in order to promote productive employment and decent work and enhance resilience in specific economic sectors.

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

- identifying target sectors according to the economic and social situation of the country, for example sectors hit by various crises, and those with strong potential to expand decent work opportunities;
- formulating national legislation, policies and programmes to implement sector-specific ILO standards and tools, such as codes of practice and

guidelines endorsed by the Governing Body, including through capacity development initiatives;

- integrating sector-specific standards and tools into national policy frameworks and sectoral and industrial plans and strategies, including UN Cooperation Frameworks, DWCPs and plans of action aimed at recovering from the crises.

81. At the global level, the ILO will:

- prepare new sectoral codes of practice, guidelines and other tools and facilitate sectoral meetings of experts and technical meetings endorsed by the ILO Governing Body and ensure implementation of its conclusions;
- deliver sector-specific capacity development programmes, including in collaboration with the Turin Centre;
- promote the ratification and application of sector-specific standards and tools, including through partnerships with other UN entities, multilateral organizations and coordination mechanisms;
- disseminate knowledge on good practices and lessons learned in relation to the implementation of international labour standards and other tools in specific economic sectors for crisis response, recovery and resilience, with particular attention to gender equality;
- support regions in analysing challenges and opportunities of different economic sectors and identify target sectors in regions and countries.

Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue

Strategy

82. Effective labour market governance requires strong, independent and democratic EBMOs and workers' organizations; and effective, accountable and inclusive labour administration systems, based on sound labour laws and social dialogue. The impact of these institutions goes beyond the workplace as they also contribute to wider economic, social and environmental progress and promote peaceful, resilient and inclusive societies.

83. EBMOs and workers' organizations remain fundamental to building democratic societies, especially in challenging environments where

fundamental rights at work are being questioned. They are agents for concerted action for private sector enterprises and workers' rights and play a key role in maintaining an effective social contract which enables enterprises, government, workers and society to cooperate and thrive together.

84. Labour administration institutions drive participatory legislative processes that respond to the evolving needs of the world of work and ensure compliance. Tripartism and social dialogue, including the effective recognition of the right to collective bargaining, contribute to sustainable development and are a fundamental tenet of modern and inclusive societies and economies.

85. Strong institutions and effective social dialogue are, together with normative action, the means and building blocks for constituents' ownership, implementation and sustainability of the ILO's programme, across all outcomes.

86. With the support of a dedicated programme, the institutional capacity of employers' and workers' organizations will be strengthened to give value to

their current and potential members, contribute to inclusive and effective governance of work, and shape socio-economic policies. EBMOs and workers' organizations will embrace change by providing thought leadership, insight and intelligence to their members; shape change by engaging with governments, non-state actors and other decision-makers; and lead change by ensuring policy solutions respond to member needs and society as a whole.

► A dedicated programme for EBMOs and workers' organizations

This dedicated programme aims to harness the full potential of EBMOs and workers' organizations and enable them to ensure the policy and institutional environment necessary for the pursuit of economic, social and sustainable development. Work will focus in particular on:

- facilitating actions of EBMOs and workers' organizations at various levels to co-create joint policy solutions and measures, including awareness-raising and advocacy, aimed at advancing progress towards the 2030 Agenda and the SDGs;
- enhancing the private sector's contribution to sustainable development through greater engagement and leadership of EBMOs with national and global actors on social justice, climate change, diversity, equality and inclusion, crises situations and environmental, social and governance strategies;
- expanding the knowledge and resource base to address non-conducive policy and institutional environments and to support EBMOs to harness their institutional value as key contributors and drivers of positive change in the world of work;
- enhancing workers' organizations effectiveness and representational strength, their capacity to adopt innovative methods and increase diversity of membership, through training and education in addressing technological, environmental and just transitions through social dialogue and collective bargaining;
- strengthening the capacity of workers' organizations to develop, negotiate and monitor integrated policies and evaluate effectiveness of decent work and sustainable development actions and processes at various levels.

87. Public authorities will be supported to undertake their specific role through strong and efficient institutions of labour administration, covering the entire labour market, including the informal economy, and ensure the development of relevant policies and legislation and their enforcement.

88. Legal and institutional capacities of Member States will be enhanced to develop or strengthen effective social dialogue and labour dispute prevention and resolution systems, providing access to justice for all and as a means of promoting harmonious labour relations. The space for social dialogue will be expanded to the development, implementation and monitoring of labour, economic, social and environmental policies.

89. Work will include assessments of constituents' needs and their operating environments as the basis for setting longer-term objectives of institutional capacity development.

90. Improved compliance with national legislation in line with international labour standards, including fundamental principles and rights at work, will be promoted through technical assistance to EBMOs and workers' organizations and labour administrations, including labour inspection services, while improved access to justice will also benefit from the use of diagnostic and capacity-building tools developed by the Office. International labour standards, recommendations of the SRM TWG and guidelines and codes of practice will be integrated in this work. These packages will provide support for activities under other policy outcomes. Increased collaboration with civil society organizations that share trade union values, business networks, the multilateral system, development partners, and research and educational institutions, including universities, will be promoted.

91. To promote gender equality and non-discrimination, the ILO will support EBMOs and workers' organizations to improve the representation

of women within their governance and leadership roles, and provide members with resources on gender diversity, equality and inclusion. Gender equality and non-discrimination will be addressed in social dialogue, including in collective bargaining processes and representation.

92. Tripartite constituents and social dialogue institutions will be supported through comprehensive and tailor-made capacity-building packages, including policy advice, advocacy and training as well as global knowledge products and tools to help them engage in efforts towards an enhanced model of tripartism and social dialogue for inclusive and effective governance of work. Further efforts will also be undertaken towards ensuring that constituents are effectively shaping and influencing UN and other multilateral processes, especially with the UN country teams.

ILO focus in 2024–25

Output 2.1. Increased institutional capacity of employer and business membership organizations to be strong, independent and representative

93. EBMOs are central to mobilizing the voice of private sector enterprises as the principal source of economic growth, job creation and decent work, and are an indispensable component of democratic and inclusive governance. EBMOs have an essential role in leading economic and social change and advocating for policies to promote an enabling environment for sustainable enterprises and shared prosperity. Effective exercise of this role involves strengthening the independence and good governance of EBMOs; increasing alliances with like-minded partners, such as other representative business organizations; and expanding their membership to enhance their representativity. EBMOs will require enhanced capabilities to respond to membership needs through inclusive and transparent organizational governance and functional performance, and the provision of relevant services. Digital transformation and increased capacity to collect and analyse economic and labour market data will enable EBMOs to produce more strategic insights across a diverse range of policy areas, including world of work challenges, and enhance their relevance and influence.

94. At country level, the ILO, in coordination with the Turin Centre, will support EBMOs in:

- increasing their representativeness and their ability to speak on behalf of the private sector as a whole;

- advocating for evidence-based, data-driven policy reforms and leading improvements in the business climate and productivity growth through research and communication to put forward the priorities of the private sector and to support the wider development agenda;
- becoming high performing, well-governed and resilient organizations through organizational scans, capability assessments and human resource development;
- developing high-impact, needs-driven services; fostering long-term business competitiveness; addressing environmental, social and governance challenges;
- becoming data-driven organizations by promoting a culture of innovation that positions data at the centre of EBMO strategy and decision-making;
- participating and influencing UN development processes, including UN Cooperation Frameworks and Common Country Analyses.

95. At the global level, the ILO will:

- develop global knowledge products that can be customized to local contexts and that support EBMOs' policy agenda and service delivery, with special attention to themes that promote the mutual interests of business and society, such as productivity growth at micro and macro levels, enabling environments for sustainable enterprises, formalization, social protection, skills, supply chains, transition to a net-zero carbon economy, workplace relations, labour mobility, diverse forms of work, technological transformation, and diversity and inclusion;
- build resources to enhance the representativeness of EBMOs by designing models to attract micro, small and medium-sized enterprises (MSMEs) and integrating new forms of business or sectors, and methods of building alliances with like-minded partners and with informal economic actors to achieve common objectives;
- develop tools to strengthen gender diversity and inclusion in EBMOs' governance structures and to preserve their institutional and operational independence;
- as a follow-up to the Centenary Declaration, produce global research on the role of employers in upholding social justice and democracy by advocating for the rule of law and good governance at national and international levels, and their role in

fostering inclusive growth and sustainable development;

- provide entry points for ILO engagement with the private sector, including through initiatives such as the ILO Global Business Network on Forced Labour.

Output 2.2. Increased institutional, technical, representational and policy impact capacities of workers' organizations

96. The voice and representativeness of workers' organizations will be crucial in efforts to achieve a more inclusive, sustainable, resilient and human-centred society. Their capacity to develop and implement innovative strategies on representation and policy impact, in line with ILO Conventions Nos 87 and 98, will be further strengthened and supported, addressing opportunities and challenges derived from technological transformations, including the expansion of platform work. Equal access to opportunities and upward mobility, particularly for women and youth, will be promoted in and through social dialogue and collective bargaining. As actors for change, workers' organizations will be supported to influence labour, economic, social and environmental policies at all levels, including through UN Cooperation Framework processes. Packages of policy advice, advocacy, capacity-building and training, as well as global knowledge products and tools, will be developed in cooperation with the Turin Centre, supporting trade union participation in bipartite and tripartite social dialogue and collective bargaining and other policy processes and mechanisms. These packages will also support work under other outcomes. In achieving sustainable development and a renewed social contract, work will also pay attention to partnership and coalition building – both among unions themselves, but also with governments, employers and other groups at all levels.

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

- identifying gaps in governance, institutional/organizational strength, service provision and representativeness through a gender- and youth-sensitive lens and reinforcing new approaches, including through digital means and communication strategies;
- developing strategies and action plans that reflect the workforce diversity and address diverse forms of work arrangements, such as in the digital economy;

- developing solutions, action plans and policy proposals, taking into account relevant international labour standards, to tackle decent work deficits, particularly those faced by workers in the informal economy, in the rural economy and in supply chains, with a focus on women and youth;
- developing and advocating for integrated policy proposals, fulfil representative functions in policy debates at all levels, shaping just transitions and the renewed social contract;
- monitoring, evaluating and assessing participation in, and outcomes of, policies and programmes at all levels, including in multilateral frameworks and international financial institutions, to implement the 2030 Agenda.

98. At the global level, the ILO will:

- document good practices on internal governance, organizational models and digital engagement of workers' organizations, including with respect to advocacy and communication;
- develop and disseminate new and existing packages of knowledge products and tools (for example, policy briefs; digital tools; training manuals and virtual/blended training courses including in cooperation with the Turin Centre) on specific policy areas;
- develop and disseminate specific knowledge products and tools on policy coordination and coherence;
- identify and deliver training of trainers programmes on priority policy areas including in cooperation with the Turin Centre;
- document processes and policy results that have been influenced by workers' organizations at all levels.

Output 2.3. Increased capacity of Member States to make social dialogue more influential and labour relations institutions and processes more effective

99. A successful model of good governance of the world of work and a renewed social contract depend on whether and how effectively governments are joining efforts with EBMOs and workers' organizations, through social dialogue, to develop and implement policies and regulations that respond to the current and emerging challenges and opportunities in the world of work. Voices of all employers and workers need to be heard and taken

into account in policymaking, while respecting their autonomy. Such workers and employers must fully enjoy their right to freedom of association and the effective recognition of the right to collective bargaining as essential preconditions for social dialogue. Modern and just regulatory frameworks providing necessary protections and access to justice to all are also required. Therefore, the ILO, supported by evidence-based research, will enable Member States to: (i) strengthen the inclusiveness and effectiveness of social dialogue, including collective bargaining, at all levels; and (ii) develop or strengthen labour dispute prevention and resolution systems for individual and collective disputes.

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

- assessing the social dialogue institutions' inclusiveness and effectiveness and developing policies and programmes to enhance their impact;
- addressing constraints faced by excluded and under-represented groups of employers and workers, thereby enabling EBMOs and workers' organizations as well as governments to ensure that their needs and interests are fully addressed in social dialogue processes and mechanisms;
- promoting the right to freedom of association, and strengthening and promoting collective bargaining processes and outcomes, for improved working conditions and just transitions;
- fostering workplace cooperation that promotes consultation and dialogue and safe and productive workplaces in line with ILO standards;
- providing legal and policy advice to develop or strengthen regulatory frameworks for labour relations and dispute prevention and resolution systems.

101. At the global level, the ILO will:

- enhance the knowledge base to support action on social dialogue and labour relations, primarily through the continuous updating of ILO databases on labour relations, the repository of knowledge on cross-border social dialogue and the database on social dialogue institutions;
- develop a new edition of the flagship report on social dialogue and other knowledge products, including on effective labour dispute prevention and resolution systems, and on the role and inclusiveness of social dialogue and labour relations to deliver sustainable outcomes in all policy areas covered by the ILO programme;

- deliver capacity development programmes on social dialogue, access to justice and sound labour relations in cooperation with the Turin Centre and other partners;
- develop advocacy, policy, and training tools to strengthen constituents' capacity to participate in UN processes and to ensure the effective mainstreaming of social dialogue and tripartism into all policy areas of the ILO's work, in DWCPs and in UN Cooperation Frameworks.

Output 2.4. Increased institutional capacity of labour administrations

102. Effective labour administrations and their inspection systems are crucial for decent work and the renewal of the social contract. This requires sound industrial relations, evidence-based and participatory policymaking, adequate regulatory frameworks and compliance with national legislation and collective bargaining agreements. The ILO will contribute to the reinforcement of labour administration as a pivotal actor for the good governance of labour markets and the rule of law through a multipronged strategy comprising policy advice, knowledge generation and dissemination, and capacity-building, including on compliance through labour inspection. A coherent global approach to labour administration informed by international labour standards will also be promoted with multilateral partners.

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

- assessing and strengthening labour administration institutions through improved regulatory frameworks, structures, policies, planning, and procedures, in line with ILO standards, guidelines and UN principles;
- ensuring that ILO standards relevant for labour administration, including on labour inspection, are mainstreamed into reforms and agreements promoted by other multilateral partners;
- undertaking labour law reforms driven by effective labour administration, based on tripartite consultative processes, in line with ILO standards and comparative practice;
- reinforcing the capacities and effectiveness of labour inspectorates through strategic compliance approaches, new methodologies, tools, practices and competencies.

104. At the global level, the ILO will:

- develop knowledge and advocacy initiatives and products for stronger systems of labour administration and inspection, based on ILO Conventions and guidelines and the practical application and evaluation of the use of the UN Principles of Effective Governance for Sustainable Development;
- lead advocacy and multilateral action to promote coherence of policy approaches of international

financial institutions with ILO standards and address the views of the ILO's supervisory bodies;

- develop policy and capacity-building tools to upscale the role of labour administration, including labour inspection, in the work of UN country teams;
- support regional networks, platforms, events and peer-to-peer exchanges on labour administration and inspection, including through an academy and trainings organized with the Turin Centre.

Outcome 3: Full and productive employment for just transitions

Strategy

105. While many countries continue to face slow and uneven recovery from the devastating socio-economic impact of multiple crises and their unprecedented toll on employment and labour markets especially for women and youth, new emerging geopolitical and economic risks have further challenged the capacities of ILO constituents to secure full and productive employment and decent work. This has exacerbated multiple forms of inequalities, including in rural areas, affecting workers and enterprises, particularly MSMEs and those in the informal economy and insecure forms of work. Transitions, especially for those groups and enterprises, have become more difficult, with negative impacts on long-term development of people, economies and social justice.

106. In order to help those groups who risk being left behind in recovery, as well as in structural transformation processes, countries require comprehensive employment policy frameworks that are gender-responsive, climate-sensitive, adaptive, forward-looking, rights-based and human-centred, integrating relevant policies including on social protection, job quality, skills development and lifelong learning and sustainable enterprises. The development and implementation of such frameworks will strengthen the connection between inclusive economic growth, decent employment, formalization, wages, labour protection, income and productivity. Harnessing digital technology, facilitating productivity growth, managing diverse demographic trends, including migrations, and investing in just climate transitions and sectors with potential to create high-quality jobs will enable countries to generate conditions for a future of work characterized by inclusion, sustainability and equality. Through the right policy mix and sequencing, the implementation of these policies will provide support

to workers, enterprises and sectors most affected by the multiple crises, in particular youth, women, temporary and informal workers, while promoting structural transformation and longer-term transitions towards productive, sustainable, formal and resilient economies.

107. ILO work will also support labour market institutions, skills and lifelong learning systems and labour market programmes and policies to enable them to ensure the successful and sustainable implementation of the employment policy frameworks, and advocate for and make relevant linkages to effective financing strategies.

108. The ILO will also support constituents to have access to improved policy advice through updated methods and more effective approaches with a focus on human-centred, job-rich recovery, pro-employment macroeconomic policies and structural transformation processes, building on evidence-based and up-to-date research and analysis (including on just transitions). Constituents will be able to generate, analyse and use more and better information on the quantity and quality of employment and data for evidence-based policy development, including through innovative data collection, employment diagnostics and impact assessments and other analytical methods.

109. Based on the guidance contained in ILO declarations and recent Conference resolutions and building on lessons from the work undertaken in 2022–23 related to policy responses to the pandemic and previous crises, the ILO will support the development of a set of coherent and mutually reinforcing interventions at policy, systemic, sectoral and programme levels. While comprehensive policy frameworks will provide the anchor to the ILO's work, the strategy will allow for a stronger integration

between demand- and supply-side interventions, supporting constituents also in upscaling skills and lifelong learning strategies and effective employment and decent work programmes for youth. In supporting the design and implementation of comprehensive policy frameworks, particular attention will be given to pursuing a whole-of-government approach with the close involvement of social partners and to promote policies and programmes that address inequalities and target groups in vulnerable situations, including those living in rural areas and fragile settings. The ILO will leverage its substantial development cooperation portfolio focusing on employment promotion, skills development and investment programmes to this effect, including by harnessing the potential of digital technologies. A strong articulation with work under outcome 4 will facilitate synergies with sustainable enterprise development policies and programmes.

110. International labour standards will be upheld to ensure reaching the ultimate goal of social justice through decent work for all, in particular the Employment Policy Convention, 1964 (No. 122), the Human Resources Development Convention, 1975 (No. 142), the Employment Service Convention, 1948 (No. 88), and the Private Employment Agencies Convention, 1997 (No. 181). Research outputs and knowledge generation (such as the Global Employment Trends for Youth and the Global Employment Policy Review) will be systematically included in capacity development efforts and to support effective social dialogue. Partnerships and collaboration with international financial institutions, regional organizations, UN entities and other relevant multilateral stakeholders will be strengthened. The Global Accelerator on Jobs and Social Protection for Just Transitions will continue to serve as an important vehicle for strengthening integrated approaches, particularly in countries with limited technical and financial capacities.

ILO focus in 2024–25

Output 3.1. Increased capacity of Member States to develop and implement comprehensive employment policy frameworks

111. In response to long-standing challenges and effects of multiple crises, the ILO will promote human-centred approaches to recovery and structural transformation through comprehensive employment policy frameworks that are gender-responsive and inclusive. Guided by Convention No. 122 and other relevant international labour standards, the ILO will

support the formulation and implementation of these frameworks through stand-alone national employment policies and/or mainstreaming of decent employment objectives into national development or economic plans and sectoral strategies, depending on the country context.

112. Based on social dialogue, policy actions will focus on promoting coherent pro-employment macroeconomic, trade, investment, industrial and sectoral policies to support decent job creation, including in the green, digital and care economies and transitions to the formal economy, along with efforts to enhance the quality of employment, including through access to social protection, which can be better tackled through an integrated approach. These policies will focus on gender equality and non-discrimination, along with promoting equality and inclusion more broadly.

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

- undertaking employment diagnostics and impact assessments to analyse labour market trends, transitions, inequalities, and emerging opportunities and challenges to support evidence-based policies, including in conflict and fragile settings, and with a focus on women and youth;
- assessing the impact of transformations on labour markets, including those driven by digitalization, demographic shifts and climate change;
- designing, implementing, revising and reviewing comprehensive national employment policies that are gender-responsive, and/or mainstreaming decent employment into national development, macroeconomic and sectoral strategies, including in conflict and fragile settings;
- linking employment policies to financing strategies, including Integrated National Financing Frameworks, while supporting the integration of social protection, formalization and just transitions in employment policies;
- strengthening their capacities and social dialogue institutions with a focus on policy implementation, along with promoting inter-ministerial coordination.

114. At the global level, the ILO will:

- undertake new research and enrich its evidence base, including on: implementation and financing of employment policies; the role of employment policies in supporting multiple just transitions; coherence between pro-employment

macroeconomic and industrial policies; the link between productivity and decent employment; trade and investment; decent work opportunities in the digital economy; and inequalities in the labour market;

- improve policy advice, guidance tools and other knowledge products relevant to different stages of the employment policy cycle, including on the green, digital and care economies;
- enhance the institutional capacity of constituents through training and peer learning in cooperation with the Turin Centre, including on diagnostics and employment impact assessments, and policy design, implementation and financing;
- support the Implementation Strategy of the Global Accelerator on Jobs and Social Protection for Just Transitions;
- foster partnerships and advocate for the promotion of Convention No. 122, the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), and the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205).

Output 3.2. Increased capacity of Member States to develop inclusive, sustainable and resilient skills and lifelong learning systems

115. The combined economic, social and environmental crises are causing greater jobs, skills and aspirations mismatches and inequalities. Skills and lifelong learning help all workers to become active members of labour markets and societies, develop their career, transition and adjust to new jobs and tasks, enterprises to boost productivity and resilience and countries to achieve inclusive structural transformation and sustainable development.

116. Guided by the 2021 Conference conclusions on skills and lifelong learning, the ILO strategy on skills and lifelong learning for 2022–30 and the outcome of the Conference standard-setting discussion on apprenticeships in 2023, the ILO will promote inclusive, sustainable and resilient skills and lifelong learning systems to accelerate full, productive and freely chosen employment and decent work, productivity improvement and sustainable development, addressing both market demand and workers' needs and aspirations for personal and professional development. Work-based learning and the inclusion of groups in vulnerable situations will be key areas of action for effective skills development systems. The ILO will collaborate with established

regional and national organizations in Asia and Africa and with the Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR) in the Latin America and the Caribbean region to develop the capacity of technical and vocational education and training institutions through thematic skills strategies and tools, knowledge sharing, resource mobilization and timely and efficient delivery of development cooperation projects and interventions.

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

- promoting the ratification and application of international labour standards relevant to skills development and lifelong learning, including a ratification campaign for Convention No. 142;
- strengthening the capacity of governments and social partners to engage in social dialogue, including collective bargaining, on skills development, and to oversee skills and lifelong learning systems;
- facilitating the development and implementation of inclusive national skills and lifelong learning policies and strategies coherent with employment, social protection and other public policies;
- promoting increased and diversified financing in inclusive, sustainable and resilient skills and lifelong learning systems, competency-based flexible training delivery, skills assessment and recognition, leading to seamless skills development and career pathways;
- supporting and promoting innovative systems for quality apprenticeships, work-based learning, vocational and career guidance, and skills-needs anticipation;
- digitalizing skills and lifelong learning systems to achieve scale and efficiency with a particular focus on promoting access to disadvantaged groups, and strengthening core work skills;
- promoting flexible, inclusive, innovative skilling, reskilling and upskilling interventions with strengthened links between formal and non-formal skills development, and digital skill certification tools.

118. At the global level, the ILO will:

- identify critical knowledge gaps in skills and lifelong learning and develop, manage and share innovative knowledge products together with

constituents for the effective skilling, reskilling and upskilling of workers, focusing on skills anticipation;

- undertake research on the changing demand for skills and lifelong learning and on the financing of lifelong learning;
- develop and implement skills initiatives to promote skills for trade and economic diversification and for just transitions and green jobs, for workers in the informal economy, and for people in vulnerable and crisis situations;
- promote scaling up of capacity development interventions for governments and social partners and others in collaboration with the Turin Centre, ILO-CINTERFOR, regional and national institutions and online learning platforms;
- strengthen strategic partnerships with development partners including UN agencies, international financial institutions, the Organisation for Economic Co-operation and Development (OECD), the Global Partnership for Education, the African Union Commission, the European Commission and other regional intergovernmental organizations.

Output 3.3. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in rural areas

119. The rural economy holds significant potential for creating decent and productive jobs, but multiple and protracted crises and conflicts have laid bare the frailty of global food systems and have exposed decent work deficits in rural areas. Widespread informality, insecure forms of work, low levels of productivity, skills shortages and mismatches, lack of social protection and vulnerability to climate change are among key challenges. Tackling them is key to ensure that the rural economy provides decent jobs.

120. The ILO will strengthen constituents' capacities to ensure that comprehensive employment policy frameworks and development strategies effectively promote decent work and enhance productivity in rural areas, particularly for youth and women, support their economic empowerment through community-based skills and lifelong learning and just transitions, and increase their resilience against future crises, including by using digital tools. Particular attention will be paid to promoting agricultural productivity, rural skills training and rural entrepreneurship and livelihoods through an enabling business environment and the promotion and implementation

of relevant international labour standards such as the Right of Association (Agriculture) Convention, 1921 (No. 11), the Rural Workers' Organisations Convention, 1975 (No. 141), and the Safety and Health in Agriculture Convention, 2001 (No. 184), extending social protection and strengthening the collective voice of rural workers and employers, particularly of women, youth and indigenous peoples. The strategy requires leveraging resources and aligning policy through partnerships with a focus on comparative advantage.

121. At country level the ILO will support constituents in:

- integrating the promotion of decent work and enhancing productivity in the rural economy into policies and strategies, in line with relevant international labour standards and with particular attention to youth, women and supporting formalization;
- developing and implementing targeted interventions, including on the extension of social protection to rural populations, rights-based employment-intensive programmes, and community-based skills and lifelong learning to promote decent jobs in the agri-food sector and other rural economy sectors such as tourism, mining, forestry and fisheries;
- strengthening their capacity to engage in the development and implementation of interventions including through improved organization and representation of rural workers and employers and effective social dialogue;
- supporting formalization in rural areas with a focus on youth and women.

122. At the global level, the ILO will:

- strengthen partnerships, in particular with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development, to advance policy coherence for decent work in the rural economy and in sustainable food systems;
- develop capacity-building programmes in collaboration with the Turin Centre on the promotion of decent jobs in the rural economy;
- strengthen knowledge through evidence-based research including diagnostics on employment and decent work in the rural economy for informed policymaking and to provide guidance to constituents.

Output 3.4. Increased capacity of Member States to develop effective and efficient labour market programmes and services to support transitions

123. The ILO will support constituents and service providers to develop, support, implement and evaluate inclusive labour market programmes, employment services, employment-intensive investment programmes and public employment programmes, as well as to develop a better understanding of their employment impacts. These will be key to ensure just transitions to formal, digital, green, and care jobs, including in situations of fragility and crisis response. In line with comprehensive employment policy frameworks and underpinned by social dialogue, an integrated package, which brings these programmes together with greater coherence, including with social protection policies, would enhance benefits for workers and enterprises.

124. The ILO will also strengthen the capacity of public employment services to modernize and deliver effective customer-centred services, focusing on disadvantaged groups, individuals and SMEs, and to support their innovation and resilience capabilities. Strengthening national policy and legal frameworks will continue, especially through the campaign for the ratification and implementation of Conventions Nos 88 and 181.

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

- formulating and implementing inclusive and integrated labour market programmes and employment services to facilitate transitions and livelihoods, including for those most at risk of labour market exclusion;
- strengthening the institutional capacity of public employment services to modernize their offer, including through innovation, digitalization, partnerships and better services to territorial entities and municipalities, and to effectively administer active labour market programmes, unemployment and other relevant benefits;
- strengthening the capacity of constituents to develop and implement an effective and conducive policy and regulatory frameworks for private employment providers;
- increasing the capacity of public employment services to produce, analyse and disseminate labour market information;

- strengthening knowledge, awareness and capacity for effective and integrated employment-intensive investment approaches as well as for strategies to enhance the employment impact of public investment programmes (primarily in infrastructure, community and environmental works);
- evaluating labour market programmes, including public employment programmes, in cooperation with national and international partners;
- promoting employment-intensive investment approaches as entry points for advancing cross-cutting issues including gender equality and social inclusion, just transitions, OSH and skills development.

126. At the global level, the ILO will:

- increase knowledge and enrich a toolkit and guidance on labour market programmes, employment-intensive investment programmes and employment services to facilitate inclusive transitions and the implementation of innovative approaches;
- implement a global campaign for increased ratification and implementation of Conventions Nos 88 and 181;
- assess the outcomes of labour market programmes and create a repository of good practices; strengthen partnerships for more effective and coherent programmes and services, including employment-intensive employment programmes, across regions, including through cooperation with the World Association of Public Employment Services, private sector agencies and UN agencies, and leverage multi-stakeholder initiatives, with a stronger and principal role for social partners on work-related policy matters;
- strengthen the capacity of public and private national partners in collaboration with the Turin Centre and other organizations;
- implement research and adapt or develop approaches, tools and procedures for increasing the employment impact (both quantity and quality) of public investment; strengthen and develop partnerships with international financial institutions, multilateral partners and donors to increase the employment impact of their programmes and projects;
- support South-South learning, knowledge development and dissemination and regional capacity-building.

Output 3.5. Increased capacity of Member States to promote decent employment for youth

127. New employment opportunities for youth today are linked to digital, decarbonization and demographic trends that require the implementation of complex and integrated policy responses, both in creating quality jobs in adequate quantities for the labour force, and in developing the skills required for these jobs. Harnessing these opportunities requires integrated and coherent employment and skills programmes that address demand- and supply-side aspects of youth employment. In this context, the ILO will accelerate the implementation of the Youth Employment Action Plan 2020–30 by developing methodologies, building capacities and supporting constituents in operationalizing integrated programmes. The strategy will focus on strengthening and piloting an integrated package of interventions to reduce rates of youth not in employment, education or training (NEET) and youth informal employment rates, and to boost decent jobs for youth, especially in regions where the youth population is growing fast such as Africa.

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

- designing, implementing, reviewing and monitoring integrated youth employment and skills programmes, including with a focus on green, digital, care and other emerging sectors;
- promoting social dialogue and youth participation in these processes;
- diagnosing, projecting and anticipating employment needs and skills and lifelong learning requirements of youth, including in the context of just transitions, and analysing and reporting on SDG indicators 8.5.1, 8.5.2, 8.6.1 and 8.b.1;

- promoting smooth school-to-work transitions and work-based learning solutions, including through quality apprenticeship systems;
- promoting national efforts to generate decent employment for youth, especially for youth NEET and in rural and informal economies and fragile settings, through employment services, active labour market programmes (including skilling and entrepreneurship interventions) and youth guarantees.

129. At the global level, the ILO will:

- develop and implement an integrated advisory tool to support the implementation and monitoring of integrated youth employment programmes, including better access to curated knowledge content, and knowledge exchange;
- elaborate knowledge products on youth employment and skills, as well as social dialogue, social protection, labour protection and OSH for youth to inform this integrated approach and support online and blended capacity-building within organized learning pathways in collaboration with the Turin Centre and ILO-CINTERFOR;
- promote inclusive social dialogue with and for youth in collaboration with social partners and undertake regional campaigns for youth participation and youth rights;
- promote and leverage global partnerships through the global initiative on Decent Jobs for Youth and the Global Accelerator on Jobs and Social Protection for Just Transitions to promote integrated solutions and assist the transition of young people in the labour market.

Outcome 4: Sustainable enterprises for inclusive growth and decent work

Strategy

130. The Centenary Declaration and the Global Call to Action call for an enabling environment for entrepreneurship and sustainable enterprises – in particular MSMEs and social and solidarity economy (SSE) entities. Indeed, sustainable enterprises are key to ensuring progress in key goals and targets of the 2030 Agenda, such as decent work, job and wealth creation, just transitions to environmental sustainability and inclusive economies and societies,

as well as more sustainable production and consumption patterns. From this point of view, sustainable enterprises contribute to the fight against poverty.

131. Enterprises are navigating in increasingly uncertain markets which pose significant challenges. The negative impact of current crises is disproportionately higher for MSMEs and enterprises operating informally. Decent work deficits have grave implications for the relationships, governance

structures, and activities linked to enterprises and their workers, including in supply chains. To be sustainable and be able to create decent work, many enterprises require greater agility to pivot to new opportunities, including in the green and digital economies. Recovery packages, sectoral and industrial policies and investments will create new opportunities for constituents to promote an enabling environment for sustainable enterprises and business models that create decent jobs and inclusive growth.

132. The expected result of ILO action to strengthen enabling policy and institutional environments and harnessing the potential of technological progress, innovation and digital transformation, is an increase in sustainable enterprises and SSE entities that will be more resilient, more led by women, inclusive, productive and environmentally friendly, contributing to social justice and generating decent jobs while reducing informality.

133. The Conference Conclusions concerning the promotion of sustainable enterprises (2007), the Conclusions concerning decent work and the social and solidarity economy (2022), and the building blocks for an ILO strategy to achieve decent work in supply chains will guide the implementation of the strategy. Work will draw on synergies with other outcomes, in particular on employment (outcome 3), social protection (outcome 7), rights at work (outcomes 1, 5 and 6) and will contribute to strengthening the technical capacity of the tripartite constituents in all relevant processes including through social dialogue (outcome 2). A gender equality and non-discrimination perspective will be incorporated into advisory services, knowledge products and capacity development activities.

134. The promotion of sustainable enterprises will be grounded in the ILO's normative framework and international labour standards and will be anchored in tripartism and social dialogue. The ILO will scale up the promotion of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) and will continue to promote responsible business conduct and respect for international labour standards, particularly the fundamental principles and rights at work across enterprises.

135. The ILO will focus on demand-driven responses that are tailored to the needs of specific countries, social partners and economic sectors. Knowledge building through research and evidence-based solutions will support the development of tools, methodologies and dialogue processes. Continued efforts will be placed on strengthening the capacity of

constituents to create and grow sustainable enterprises that generate decent work taking advantage of the development of the green and digital economies; supporting youth and women entrepreneurship; promoting workers' rights and productivity; enhancing local development strategies; implementing measures to increase enterprise formalization and resilience; stimulating responsible and sustainable business and workplace practices; promoting innovative business models; and developing and implementing targeted programmes for specific and marginalized groups.

136. The ILO's support will be harnessed through strengthened partnerships with the UN, other multilateral, regional and subregional institutions and international financial and trade organizations. The ILO will engage with the financial sector in a drive to support productive, sustainable and resilient enterprises that create decent jobs and improve working conditions.

ILO focus in 2024–25

Output 4.1. Increased capacity of constituents to create enabling environments for entrepreneurship, sustainable enterprises, decent work and productivity growth

137. An enabling environment is key to the creation, growth and development of sustainable enterprises, considering the three dimensions of sustainable development – economic, social and environmental – as interdependent and mutually reinforcing pillars. Such an environment rests upon a well-defined and well-articulated set of policies spanning the fields of education, entrepreneurship, labour markets, fair competition, rule of law and finance, among others. The ILO will scale up and integrate its work through a systems approach to strengthen the capacity of constituents to create an enabling environment for sustainable enterprises, particularly MSMEs, women-led enterprises and SSE entities.

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

- stocktaking and undertaking diagnoses through social dialogue of prevailing policies and regulatory frameworks and assessing their relevance, in line with international labour standards, to creating, supporting and maintaining sustainable enterprises throughout their life cycle;
- identifying and addressing underlying challenges and opportunities for productivity enhancement, enterprise development, decent job creation,

exercising worker's rights and entrepreneurship development;

- promoting policies that facilitate access to finance for all enterprises, including women-led enterprises and SSE entities, and increasing the capacity of national financial institutions and business development service providers to offer products and services to enterprises conducive to decent work;
- strengthening national enterprise development programmes, in particular for women, to ensure inclusivity and resilience, and supporting policies to promote quality employment, productive growth and workers' rights, especially in care, green and digital economies.

139. At the global level, the ILO will:

- conduct research, including gender-responsive research, to enhance the knowledge base on the effectiveness of integrated policy packages on sustainable enterprises and to find ways to harness digitalization and advance just transitions to environmental sustainability;
- develop tools, including gender-responsive tools, to increase business resilience with a focus on OSH, risk management and business continuity planning;
- develop capacity development initiatives for constituents in the areas of regulations and policy reforms that contribute to an enabling environment for entrepreneurship, productivity growth, decent work and sustainable enterprises;
- provide technical advisory services to improve physical infrastructure, trade and investment promotion, sustainable economic integration and the adoption of new and green technologies in collaboration with international financial institutions, climate funds and other international and regional organizations.

Output 4.2. Increased capacity of constituents to develop more resilient, inclusive and sustainable enterprises in supply chains and responsible business conduct for decent work

140. Global technological, environmental and social trends, including in relation to responsible business conduct, create new opportunities and challenges for enterprises to operate in a sustainable manner. The ILO will strengthen the capacity of constituents to support enterprises to adapt their policies and practices to these realities by providing robust and

evidence-based technical and policy advice based on international labour standards and the MNE Declaration, consistent with the building blocks on achieving decent work in supply chains adopted by the ILO Governing Body in November 2022. In addition, the ILO will advise enterprises to implement responsible business conduct practices in line with international standards and principles.

141. At country level, the ILO will support constituents and enterprises in:

- advancing decent work, fundamental principles and rights at work, productivity growth, formalization and responsible business conduct, including consideration for supply chain due diligence processes when applicable;
- improving the collection and use of data to develop evidence-based and integrated policies on supply chains that support inclusive economic growth, greener business practices and decent work;
- facilitating social dialogue and collective bargaining to identify and address root causes of violations of labour rights in supply chains and promote access to remedy;
- engaging in national dialogues as well as home-host country dialogues and cooperation to discuss opportunities and challenges presented by operations of multinational enterprises, including by strengthening the capacity of national social dialogue institutions and social partners in relation to the various forms of cross-border social dialogue;
- facilitating cooperation between public and private entities, including financial institutions, to promote decent work in supply chains, with a focus on respect for fundamental principles and rights at work.

142. At the global level, the ILO will:

- produce policy briefs, sectoral toolkits and practical tools to share comparative knowledge and good practices;
- develop an authoritative framework and source of data and statistics on decent work in supply chains derived from constituents, the ILO and other sources;
- research and document good practices, develop tools for enterprises to uphold ILO standards and policies, promote social dialogue and collective action that addresses decent work in supply chains, and prevent and solve disputes at national, subnational, sectoral and global levels;

- promote the MNE Declaration and all its operational tools and strengthen partnerships with international organizations, to ensure consistent guidance and support on responsible business conduct to constituents.

Output 4.3. Increased support for enterprises – especially MSMEs – to achieve decent work and improve productivity

143. Achieving sustainable enterprise development for decent work creation requires enterprises to harness technological progress, digital transformation and green business models. The ILO will support constituents to strengthen the capacity of enterprises to embrace technology and improve working conditions and environmental sustainability for productivity growth and decent work creation. Work will aim at promoting a positive cycle between productivity growth and decent work and sharing of productivity gains between workers and employers, notably through collective bargaining. This will be achieved by building the capacity of national and subnational bodies including workers' organizations and EBMOs.

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

- strengthening the capacity of national and subnational bodies and institutions, including EBMOs and workers' organizations, in promoting improved OSH and other working conditions at enterprise level, inclusive markets, lifelong learning and entrepreneurship support systems, business resilience, job retention and creation, productivity growth, skills development, and just transitions encompassing sustainable production and consumption;
- promoting guidance on productivity ecosystem programmes for decent work and scaling up these programmes to reach a critical mass of enterprises, and develop evidence-based country level diagnostics for planning for productivity growth and decent job creation;
- promoting, developing and implementing programmes that assist enterprises to adopt circular business models and more environmentally friendly technologies, and energy- and resource-efficient practices;
- improving access of MSMEs, including those led by women, youth and forcibly displaced people, to financial and business development services, to strengthen and update management skills, scale

up innovations, engage in digitalization, improve working conditions and generate decent and productive jobs;

- reinforce social partner capacities and strengthen social dialogue and respect for the fundamental principles and rights at work as a critical means for MSMEs to find solutions to improve productivity growth, sustainability and decent job creation, in particular through the promotion of the Job Creation in Small and Medium-Sized Enterprises Recommendation, 1998 (No. 189), and other relevant standards.

145. At the global level, the ILO will:

- scale up the analysis of market systems from a productivity and employment perspective, with due regard to the strategic objectives of the Decent Work Agenda and to gender and non-discrimination;
- build the capacity of ILO constituents to stimulate productivity growth, green enterprise development and innovation through global training programmes, peer reviews and mutual learning and support;
- use existing platforms to promote inclusive enterprise development, women economic empowerment, green entrepreneurship creation and decent work in the green economy;
- develop and implement simple digital tools aimed at MSMEs and SSE entities, targeting management and OSH practices, productivity growth, collective bargaining, workplace cooperation and improved working conditions.

Output 4.4. Increased capacity of constituents to facilitate the transition of enterprises to the formal economy

146. Formalization of enterprises contributes directly to decent work. It requires an integrated and coordinated approach across various government ministries and social partners. Collaboration around a coherent set of policies, strategies, regulations and support programmes is needed to make enterprise formalization easier and more attractive. The Office will support Member States in designing and implementing integrated approaches on enterprise formalization for decent work. This includes simplification and digitalization of business registration processes, creating effective incentives, delivery of sensitization and training programmes and strengthening partnerships to increase coordination and synergies among actors in the enterprise

formalization ecosystem. Actions will link to research and other knowledge products under other outcomes, in particular on international labour standards, protection at work, social protection and policy coherence.

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

- undertaking and validating national, regional or sectoral gender-responsive diagnosis on barriers and drivers to formalize enterprises and their workers;
- adopting, revising or operationalizing policies, regulations, programmes, institutional coordination mechanisms or action plans developed with the aim of facilitating the transition to formality of enterprises and their workers by governments, social partners or other relevant actors in the enterprise formalization support system;
- assisting informal operators and their support systems to set up or strengthen a registered cooperative or any other relevant type of SSE organization with a view to ensuring their transition to formality.

148. At the global level, the ILO will:

- document intervention models and promising gender-responsive and environmentally sustainable practices to facilitate the formalization of enterprises and their workers to formality, with particular attention to vulnerable groups and sectoral approaches;
- strengthen capacities of constituents and key stakeholders at the regional and global levels to facilitate a transition of informal enterprises and their workers to formality.

Output 4.5. Increased capacity of constituents to build a strong and resilient social and solidarity economy for decent work

149. The ILO will support constituents to establish a conducive environment consistent with the nature and diversity of the SSE to harness the fullest potential of its entities to advance decent work, productive employment and improved living standards for all, as well as to contribute to sustainable development and sustainable enterprises. To this end, the ILO will implement the Strategy and action plan on decent work and the social and solidarity economy (2023–29) endorsed by the Governing Body at its 346th Session.

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

- developing or reviewing policies and legislation on the SSE and its entities as well as mainstreaming support to the SSE in other relevant policies;
- strengthening their capacity and that of the SSE entities through the development and adaptation of ILO's tools and training programmes, in collaboration with the Turin Centre and national training institutions, and through the transfer and promotion of local technology and technical knowledge through South–South and triangular cooperation;
- promoting partnerships between SSE networks and the most representative employers' and workers' organizations;
- developing and revising comprehensive national strategies and measures to harness the positive impact of SSE and its entities in tackling pressing challenges, such as creating decent work, facilitating transition to formality, contributing towards fair and inclusive green and digital transitions and social innovation.

151. At the global level, the ILO will:

- support the development of an SSE methodological framework to measure its economic and social contribution, collecting comparable, timely, reliable and harmonized data; develop a range of knowledge products, facilitate the sharing of good practices and undertake effective communication and awareness-raising activities with constituents and stakeholders;
- maintain, intensify and broaden SSE-related partnerships, to better coordinate constituents' efforts on policy guidance and tools to advance decent work and to enhance and complement existing frameworks and agreements;
- strengthen its leadership on the SSE for advancing decent work and sustainable development through the UN Inter-Agency Task Force on SSE;
- strengthen the integration of the SSE into development cooperation projects.

Outcome 5: Gender equality and equality of treatment and opportunities for all

Strategy

152. Transformative changes in the world of work driven by demographic shifts, technological advancements and compounding crises, including the COVID-19 pandemic, have brought to the forefront the reversal of past gains made on the effective realization of women's rights and the rights of population groups who are vulnerable to discrimination on all grounds covered by international labour and human rights standards, widening inequalities and exacerbating pre-existing decent work deficits. Equality of treatment and opportunities is necessary if all workers are to enjoy adequate protection and full inclusion at work and in society.

153. The advancement of a transformative agenda for gender equality, non-discrimination and inclusion depends on the removal of the barriers preventing women and disadvantaged groups from benefiting from adequate protection, including through inclusive policies and targeted measures that address discrimination through an intersectional lens on the basis of gender and other grounds.

154. Work under this outcome will draw on and contribute to work under other outcomes, notably work to ensure more and better-quality employment and inclusive skills and lifelong learning systems (outcome 3), to guarantee protection for all (outcome 6), to enhance workers' income security and reduce financial pressure on social protection (outcome 7), and to make progress in policy coherence, formalization and just transitions (outcome 8). The strategy will also create synergies with work to advance respect of the fundamental principles and rights at work (outcome 1) and increased representation of difficult to organize workers (outcome 2).

155. The strategy aims at ensuring that workers with care responsibilities are better able to reconcile paid work and unpaid care work, while workers in the care sectors, including domestic workers, are better able to exercise their collective rights and see their pay and working conditions improve. Progress will be made in tackling stubborn patterns of gender-based occupational segregation and discrimination in employment opportunities, including intersectional discrimination, which also contribute to the persistence of gender pay and pension gaps. ILO constituents will be better equipped to address work-related, discrimination-based violence and

harassment, with tools and guidance that take account of the relationship between intersectional discrimination and violence and harassment.

156. The strategy will address emerging areas such as the interactions between digitalization, climate change and discrimination and exclusion, while building on the extensive technical and policy work of the ILO in the areas of gender equality, non-discrimination and inclusion, the theory of change for gender equality at work, and the overall existing organizational frameworks to advance gender equality and non-discrimination across all programmatic areas and in all spheres of ILO work. Further impetus will be given to the advancement of a transformative agenda for gender equality and non-discrimination through the rolling out at country level of the ILO 5R Framework on care. Capacities will be strengthened including through collaboration with the Turin Centre and through the effective functioning of the ILO Global Gender Network and the ILO Disability Champions Network.

157. Strategic partnerships will be fostered and strengthened, including on equal pay through the EPIC and on the care economy through the Global Alliance on Care. Collaboration with UN Resident Coordinators and Country Teams and with UN agencies will be strengthened, including through platforms such as the Global Accelerator on Jobs and Social Protection for Just Transitions, the UN Network on Racial Discrimination and Protection of Minorities, the UN Committee on the Rights of Persons with Disabilities, and the UN Permanent Forum on Indigenous Issues. Constructive dialogue with international financial institutions, including the World Bank, International Monetary Fund (IMF) and regional development banks, will be promoted and internal and external coordination enhanced.

ILO focus in 2024–25

Output 5.1. Increased capacity of Member States to design and implement a transformative agenda on gender equality, non-discrimination and inclusion

158. Deep-rooted and structural inequalities and discrimination continue to impact the social and economic opportunities and outcomes of women and groups vulnerable to discrimination. Making the transformative agenda a reality for all requires the ILO

to be at the forefront of research and knowledge on emerging forms of discrimination, such as those facilitated by digitalization and technology, as well as tackling persistent manifestations of discrimination such as gender pay gaps and vertical and horizontal occupational segregation. To be effective, a transformative agenda on gender equality, non-discrimination and inclusion should take account of the compounding effects of multiple and intersecting forms of discrimination.

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

- building capacities for the ratification and effective implementation of international labour standards relevant to equality and non-discrimination;
- strengthening legal, policy and institutional frameworks aimed at eliminating all forms of discrimination, including those facilitated by technologies, and through applying an intersectional approach;
- providing technical assistance and strengthening the capacity of constituents to implement equal pay measures, inter alia, through sectoral approaches and EPIC;
- developing country-based qualitative and quantitative research on the labour market situation of women, persons with disabilities, people living with HIV, indigenous and tribal peoples and other population groups affected by discrimination and exclusion, including on the grounds of race, sexual orientation and gender identity; and implementing measures conducive to promoting equality of opportunity and treatment, and advancing their relative position in the labour market;
- strengthening their capacity to increase the representation of women and marginalized groups in decision-making processes at all levels.

160. At the global level, the ILO will:

- build knowledge and evidence on emerging forms of discrimination facilitated by artificial intelligence and other digital technologies;
- develop policy guidance and tools on equality, diversity and inclusion, with a focus on persons with disabilities and on people facing racial discrimination;
- gather and expand knowledge on the underlying causes and impacts of gender-based industrial and

sectoral occupational segregation, including in relation to equal pay for work of equal value;

- build knowledge and awareness on the nexus between climate change, gender equality and inclusion and just transitions, with special attention to the needs of indigenous peoples, including in rural areas;
- as a co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS), advance the ILO's approaches and standards in implementing the Global Aids Strategy aimed at reducing inequalities that drive the HIV epidemic in the world of work.

Output 5.2. Increased capacity of constituents to promote investments and decent work in the care economy

161. Adequately designed and financed care policies, services and infrastructure can transform gender-based societal norms while supporting life and work transitions and the equitable economic and social inclusion of women, migrants, persons with disabilities, people living with HIV, older persons, persons facing racial discrimination and other marginalized groups. Strong, gender-transformative care systems are also essential to increase resilience in the face of crises such as pandemics, geopolitical conflicts and climate emergencies and disasters.

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

- designing and implementing care policy packages, including through the use of diagnostic and analytical tools, grounded in international labour standards;
- costing investments and mobilizing domestic resources for the care economy, and measuring the employment impacts of such investments;
- assessing and improving working conditions and representation of care workers, including migrant and domestic workers, and facilitating their transition towards formality;
- delivering family-friendly workplace policies and practices that are inclusive of workers vulnerable to exclusion and discrimination, including domestic workers, in cooperation with the Turin Centre;
- piloting innovative childcare solutions to accompany labour-intensive programmes.

163. At the global level, the ILO will:

- roll out an integrated knowledge resource and training programme on the care economy, and enhance knowledge on effective measures for workers with family responsibilities;
- facilitate knowledge development and formulate policy recommendations on the effective implementation of labour and social security laws on domestic work;
- expand knowledge and advocacy on revaluation of care work and care jobs, including by overcoming harmful social norms and stereotypes, professionalization of care skills and by facilitating unionization;
- expand research and evidence on the role of gender-transformative and inclusive care systems in climate adaptation strategies, as well as facilitating just transitions to green jobs;
- strengthen advocacy efforts and partnerships to increase investments in transformative care policy packages, including through promoting policy coherence and relevant international labour standards.

Output 5.3. Increased capacity of constituents to prevent and address discrimination-based violence and harassment at work

164. Discrimination-based violence and harassment at work, including gender-based violence and harassment, disproportionately impacts women and other groups in vulnerable situations. If left unchecked, its effects intensify over their life cycle, undermining people's dignity, sense of self-worth and economic autonomy and empowerment. Gender-based violence and harassment and other forms of discrimination-based violence and harassment are a source of inequalities, poverty and social and economic exclusion. The workplace can be an effective entry point to prevent and address this scourge. In response to growing demands for assistance

stemming from the increase in ratifications of the Violence and Harassment Convention, 2019 (No. 190), the ILO will strengthen the capacity of its constituents to prevent, address and eliminate discrimination-based violence and harassment at work.

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

- building capacities for the ratification and effective implementation of Convention No. 190;
- strengthening legal, policy and institutional frameworks aimed at eliminating all forms of gender-based violence and harassment and other forms of discrimination-based violence and harassment;
- promoting workplaces and sectors free from discrimination-based violence and harassment, with a particular focus on gender-based violence and harassment, through the development of policies, codes of conduct, preventive measures, including in the area of OSH, and effective reporting and dispute resolution mechanisms;
- developing their capacity, in collaboration with the Turin Centre, to identify, prevent and address violence and harassment, with a focus on discrimination-based violence and harassment.

166. At the global level, the ILO will:

- expand the evidence and knowledge base of the prevalence and forms of discrimination-based violence and harassment, and of what works to prevent and address such behaviours;
- promote awareness-raising and advocacy aimed at challenging stereotypes and building a zero-tolerance environment against all forms of discrimination-based violence and harassment, including through the science of behavioural change;
- advance knowledge on methodologies and tools to estimate the cost of discrimination-based violence and harassment in the world of work.

Outcome 6: Protection at work for all

Strategy

167. Labour protection for all workers is key to their health, well-being, security and perception of fairness. It also contributes to more productive and diverse workforces and more cohesive and equal societies.

Yet, ongoing crises are widening inequalities among workers and exacerbating pre-existing vulnerabilities and discrimination.

168. Reinforcing labour protection, including by reaffirming the relevance of the employment

relationship and improving compliance, is vital for reducing inequalities and building more inclusive and resilient societies. Work under this outcome, together with progress in equality of treatment and opportunities for all (outcome 5), creating more and better employment (outcome 3), and policy coherence, formalization and just transitions (outcome 8), will maximize the reduction of inequalities in the world of work. The strategy will also draw on synergies with other outcomes, in particular with respect to the advancement of the fundamental principles and rights at work (outcome 1), increased representation of difficult to organize workers (outcome 2) and enhanced workers' income security and reduced financial pressure on social protection (outcome 7).

169. Through a set of complementary actions, workers will have access to better income security and working conditions, adequate wages and appropriate working hours and working time arrangements. Labour protection measures will be adapted, and OSH infrastructures and management strengthened to ensure that all workers, regardless of their contractual status and work arrangements, gender or other characteristics, are better protected. Migrant workers, in particular temporary migrant workers, will see their rights, safety and working conditions better respected, including through enhanced labour migration frameworks and better services.

170. The ILO will step up efforts in support of the ratification and effective application of international labour standards, taking into consideration the comments of the supervisory bodies. It will also strengthen the capacities of constituents in: realizing a safe and healthy working environment, minimum wage-setting and wage bargaining, working organization and working time, labour migration frameworks, and transitions from the informal to the formal economy. Social dialogue, including collective bargaining, at different levels, including across borders, will be a chief mechanism to advancing labour protection. Key knowledge products, such as the next edition of the *Global Wage Report*, will be informed by country experiences and provide inputs to guide policy action. The flagship programme on Safety + Health for All and its Vision Zero Fund, the Fair Recruitment Initiative and the development cooperation programme on labour migration, will be instrumental in supporting the achievement of results.

ILO focus in 2024–25

Output 6.1. Increased capacity of Member States for the realization of a safe and healthy working environment

171. A safe and healthy working environment is central to people's well-being, sustainable enterprises, emergency preparedness and just transitions. In order to support its realization, the ILO will revise its global strategy in the context of a safe and healthy working environment as a new fundamental principle and right at work, and will engage in global advocacy, awareness-raising and leadership for coordinated multilateral action and in support of tripartite constituents for the ratification and effective implementation of Conventions Nos 155 and 187, and the other OSH standards, covering different hazards and sectors. Interventions will address the physical and mental health dimensions of prevention, while considering the mutually reinforcing nature of OSH and other fundamental principles and rights at work. The Safety + Health for All programme and its Vision Zero Fund will be important vehicles to provide assistance to constituents. The ILO's normative framework will be strengthened to respond to current OSH challenges and cover normative gaps.

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

- formulating national gender-responsive OSH policies and programmes, in coordination with public health, social protection, and other relevant policy frameworks;
- developing strategies and interventions to address specific hazards and challenges, such as climate change, and to extend OSH protection to informal micro and small undertakings and the self-employed;
- strengthening the national OSH infrastructure, especially regulatory frameworks, compliance mechanisms, occupational health services and recording and notification systems, improving national availability of data and contributing to reporting against SDG indicator 8.8.1;
- strengthening capacities of tripartite constituents on OSH management, including in relation to violence and harassment, at all levels and throughout all layers of supply chains, in collaboration with the Turin Centre.

173. At the global level, the ILO will:

- put into effect the follow-up to the International Labour Conference resolution for the inclusion of a safe and healthy working environment in the framework of fundamental principles and rights at work and the reviewed global OSH strategy, including by promoting the ratification and implementation of OSH fundamental Conventions and other OSH standards, and the use of ILO guidelines and codes of practice; strengthening collaboration between OSH institutions and networks; informing global, regional and national policy dialogue; increasing policy coherence and enhancing outreach to build a culture of prevention among multilateral partners, including UN agencies, regional agencies, the G7 and the G20;
- update global estimates on work-related injuries and diseases and enhance the knowledge base on climate change, technology, new forms of work and other challenges;
- document and disseminate OSH knowledge, data and good practices, and raise awareness, including through the World Day for Safety and Health at Work and other global and regional events and platforms;
- complement and update the ILO's normative framework on OSH with regard to biological and chemical hazards, develop guidelines on chemical hazards and update the code of practice on safety and health in the use of machinery.

Output 6.2. Increased capacity of Member States to set adequate wages and promote decent working time

174. Wages and working time are priority concerns for many of the world's 1.7 billion wage workers, for the enterprises that employ them, and the workers' organizations that represent them. In a context in which millions of workers earn low wages and work excessively long hours, the ILO will step up its efforts to support constituents in setting adequate and evidence-based wages and in promoting decent working time.

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

- improving wage systems through social dialogue, including in the area of minimum wages, collective bargaining of wages, public sector pay, wage protection, and pay gaps, and setting wage levels that take into account the needs of workers and their families as well as economic factors;

- developing a better understanding of the macro factors and institutions that enable rising wages and engaging in national and/or sectoral living wage initiatives;
- strengthening laws, policies and measures regarding working time limits and rest periods, as well as their implementation;
- developing national laws, policies and other types of measures that promote balanced working time and work organization arrangements, such as telework, that can improve work-life balance, gender equality and productivity;
- making adjustments to existing working time laws and policies and working time arrangements to preserve employment and enterprises in a crisis situation.

176. At the global level, the ILO will:

- prepare and publish a new edition of the ILO *Global Wage Report*;
- develop a better understanding of living wages by undertaking peer-reviewed research on concepts and estimations in that regard;
- explore what the concept of minimum living income could mean for households in which at least one of the members is working;
- expand knowledge on wage and working time bargaining and how it can contribute to a fair share of productivity gains;
- expand the knowledge base on flexible working time arrangements and telework that ensure work-life balance and gender equality, and respect limits on working time and protection of workers.

Output 6.3. Increased capacity of Member States to extend labour protection to groups of workers facing a high risk of exclusion

177. The core dimensions of labour protection remain fully relevant today, but recent transformations, notably the digitalization of the economy, also require new types of protection, like the protection of workers' personal data and right to privacy, and against inappropriate use of algorithms. While exclusion from protection is a long-standing problem for workers including casual, home-based and informal workers, it can also affect workers engaged in diverse arrangements, including platform workers. The ILO will work on these fronts by strengthening constituent capacity to ensure, through social dialogue and notably with innovative approaches, that all workers

enjoy adequate and effective labour protection, with special attention to those facing a high risk of exclusion.

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

- developing a shared understanding of the regulatory and compliance gaps, and approaches to ensure labour protection for workers engaged in work arrangements such as platform work and home-based work;
- adopting and implementing adequate labour protection policies, regulations and measures for all workers, regardless of contractual status, with special attention to platform workers and home-based workers;
- ensuring adequate protection of workers in informal employment in formal enterprises, through their transition to formality;
- strengthening the inclusiveness of social dialogue by building the capacity of social partners, including with the Turin Centre, to contribute to compliance mechanisms and develop representation of, and services to workers, notably those in platform work and home-based work.

179. At the global level, the ILO will:

- expand knowledge on protecting workers' personal data and right to privacy in the digital era and on ensuring fair use of algorithms;
- research and disseminate information on the platform economy, including its trends and effects on workers, firms and labour market performance, and on practices and innovations to ensure adequate protection of platform workers;
- expand knowledge on the role of the employment relationship as a means of providing certainty and legal protection to workers;
- research the interplay between the evolution of work arrangements, the growth of the platform economy, the development of new technologies and the prevalence of informality.

Output 6.4. Increased capacity of Member States to develop fair and effective labour migration frameworks

180. Migration, if well-governed, can contribute to economic growth and the well-being of migrant workers and their families. Yet, existing gaps in labour migration governance and migrant and refugee

workers' protection require the ILO to accelerate support for the implementation of rights-based migration frameworks. Fair labour migration frameworks based on ILO standards and guidance include policies and actions responsive to gender and the needs of workers in vulnerable situations such as youth and persons with disabilities, address labour market needs and foster policy coherence among migration, employment, labour and social protection policies, gender equality and non-discrimination.

181. At the country, regional and interregional levels, as appropriate, the ILO will support constituents in:

- ratifying and implementing international labour standards, particularly the Migration for Employment Convention (Revised), 1949 (No. 97), and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143), and addressing informality and irregular migration through targeted sectoral approaches, services, capacity-building, and social dialogue, including collective bargaining;
- promoting better working and living conditions for migrant and refugee workers, through: fair recruitment; wage protection; access to social protection; OSH and standards in workers' accommodation; labour inspection and access to justice mechanisms;
- providing support for the development, recognition and matching of migrant workers' skills, with the participation of the social partners;
- implementing labour market integration and reintegration programmes benefiting returning migrant workers and host communities;
- strengthening adaptation strategies for labour mobility and displacement induced by climate change through the development and implementation of ILO guidance and tools, including through regional partnerships.

182. At the regional and global levels, the ILO will:

- step up its leadership to elevate ILO standards and approaches, including the role of the social partners, within the UN Network on Migration and with other partners and forums, particularly related to the Global Compacts for Migration and on Refugees;
- support the production of labour migration statistics, including recruitment costs measurement under SDG indicator 10.7.1; expand the ILO's labour migration statistical database; and update ILO global and regional estimates on

migrant workers, including in the care economy, based on ICLS guidelines;

- strengthen advocacy and partnerships for rights-based approaches to labour migration, including through bilateral and multilateral labour migration

and social security agreements, interregional dialogue and intensified dissemination of ILO tools and guidance, such as under the Fair Recruitment Initiative and its Global Knowledge Hub.

Outcome 7: Universal social protection

Strategy

183. Growing volatility and the risk of systemic crises have confirmed the importance of developing sustainable, human-centred and rights-based social protection strategies and policies, guided by international labour standards (outcome 1) and social dialogue (outcome 2). Universal social protection systems, including floors, which provide adequate and comprehensive protection and are financially sustainable, are essential for preventing poverty, reducing entrenched inequalities, social exclusion and insecurity, maintaining workers' income and living standards as they navigate their life and work transitions, enhancing productivity and ensuring that transformations of economies and societies are inclusive and socially just.

184. Progress towards the achievement of universal social protection has been slowed down by high levels of informality and inequality, limited fiscal space for financing social protection, institutional fragmentation that reduces effectiveness and efficiency, as well as changing priorities generated by health and socio-economic crises, geopolitical tensions, technological transformations, climate change and demographic shifts. While the COVID-19 pandemic exposed significant deficits in social protection systems, it also triggered an unparalleled social protection policy response to protect people's health, incomes and jobs, ensure business continuity, stabilize aggregate demand and foster social cohesion.

185. To be effective, however, investment in social protection must go beyond one-off crisis response measures and be part of broader and longer-term policies that prevent poverty, reduce inequalities and contribute to employment creation (outcome 3), productivity growth, decent work and an enabling environment for sustainable enterprises (outcome 4). It also requires securing adequate and sustainable financing for public social expenditure, including by creating fiscal space and strengthening the governance of social protection systems to ensure their resilience and responsiveness to both life-cycle

risks and co-variate shocks. Complementing efforts to promote equality and inclusion (outcome 5) and protection at work for all (outcome 6), improved access to adequate social protection will ensure that workers in all types of employment and their families will enjoy greater income security and access to healthcare. This will require in particular the extension of coverage to workers and enterprises in the informal and rural economies, domestic workers, platform workers, migrants and persons with disabilities, and the reduction of gender inequalities in coverage and adequacy.

186. Guided by the Centenary Declaration, the Global Call to Action and the International Labour Conference resolution concerning the second recurrent discussion on social protection (social security) (2021) and its Plan of Action 2021–25, the ILO will step up efforts in support of the ratification and effective application of international social security standards, taking into consideration the comments of the supervisory bodies. It will also focus on increasing constituents' capacity for the formulation, implementation, monitoring and evaluation of social protection policies and strategies, and for the governance and administration of national social security systems, with effective social dialogue and the involvement of social partners. Key knowledge products, such as the ILO World Social Protection Database, the prime source for monitoring and reporting on the SDG indicator 1.3.1, and the related *World Social Protection Report*, will be further strengthened to guide policy action.

187. Policy coherence, multi-stakeholder engagement, including with international financial institutions, and partnerships for coordinated responses will be an important element of the strategy. The ILO will leverage the momentum created by the Global Accelerator on Jobs and Social Protection for Just Transitions and the Global Coalition for Social Justice (outcome 8) in supporting countries to build and finance social protection systems. The flagship programme on Building Social Protection Floors for All will play a key role in supporting the delivery of technical services to constituents, fostering strategic

partnerships and mobilizing development cooperation resources.

ILO focus in 2024–25

Output 7.1. Increased capacity of Member States to develop social protection strategies, policies and legal frameworks that are inclusive, gender-responsive and sustainable

188. To realize universal social protection, reduce inequalities and achieve the SDGs, the ILO will support the development of social protection policies and systems, including floors; promote evidence-based and innovative extension strategies, including to enterprises and workers in the informal and rural economies, encompassing disadvantaged groups such as migrants and persons with disabilities; and strengthen the coordination of contributory and non-contributory schemes to ensure access to sustainable, comprehensive and adequate social protection for all based on principles of redistribution and solidarity to avoid unduly shifting financial risks to individual workers and employers.

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

- ratifying and applying up-to-date social security standards, including the Social Security (Minimum Standards) Convention, 1952 (No. 102);
- designing and implementing gender-responsive and disability-inclusive social protection policies and systems, including social protection floors, based on social dialogue and anchored in legal frameworks guided by Convention No. 102, the Social Protection Floors Recommendation, 2012 (No. 202), and other relevant standards;
- strengthening their capacities to adequately and sustainably design, implement and monitor social protection systems, including with the Turin Centre and through South–South and triangular cooperation and multi-stakeholder partnerships;
- developing and implementing policies to extend social protection to those in informal employment and ensure access to comprehensive and adequate social protection for workers in all types of employment, facilitating the formalization of workers and enterprises, including SMEs in line with Recommendations Nos 202 and 204.

190. At the global level, the ILO will:

- promote the ratification of Convention No. 102 and other up-to-date social security standards;

- develop policy guidance for responsive and inclusive social protection systems, including floors, taking into account structural transformations and crises;
- conduct research and develop policy guidance on the relationship between social protection and employment, combining contributory and tax financing methods for a multi-tiered system that protects workers in all types of employment;
- reaffirm the ILO's mandate, normative framework and leadership on social protection in the multilateral system and promote policy coherence through strategic partnerships, including within UN Cooperation Frameworks and multi-stakeholder partnerships (Social Protection Interagency Cooperation Board (SPIAC-B), Global Partnership for Universal Social Protection to Achieve the Sustainable Development Goals (USP2030)).

Output 7.2. Increased capacity of Member States to strengthen social protection systems and ensure sustainable and adequate financing and sound governance

191. Realizing universal social protection requires systems that are adequately designed, managed and sustainably financed. The ILO will support constituents' efforts to strengthen the governance, administration and financing of social protection systems through policy reforms and institutional capacity-building, in line with ILO standards and based on social dialogue. This includes the production of cost estimates and identification of domestic sources of financing, complemented, if necessary, by international sources including through a possible new international financing mechanism. It also includes support for designing sound policy, institutional, financial, legal and compliance frameworks, management information and delivery systems, monitoring mechanisms and statistics to track progress.

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

- developing adequate and sustainable social protection financing strategies and promoting the participation of ILO constituents in national dialogues with ministries of finance, including with UN country teams and international financial institutions;
- improving the capacities for the governance, institutional coordination and administration of social protection systems and schemes, including

through actuarial valuations, fiscal space analysis, policy, legal, institutional and monitoring frameworks, harnessing digital technologies and new service delivery modalities;

- strengthening capacities to collect and analyse sex-disaggregated statistics and track progress in achieving universal social protection through SDG indicator 1.3.1.

193. At the global level, the ILO will:

- enhance and update the World Social Protection Database providing internationally comparable social protection statistics, and publish the *World Social Protection Report*;
- implement and further develop the ILO Quantitative Platform on Social Security for the design, extension, governance and assessment of the sustainability of social protection systems, in collaboration with the International Social Security Association and other partners;
- develop evidence on the importance of solidarity in financing for the sustainability of social protection, considering future of work trends;
- conduct research on potential innovative sources of financing for social protection that are aligned with social security principles;
- strengthen engagement with UN agencies and international financial institutions to deliver coordinated advisory services, secure adequate and sustainable financing for social protection and promote new global commitments.

Output 7.3. Increased capacity of Member States to harness social protection for inclusive life and work transitions and structural transformations

194. In the context of a changing world of work and multiple crises, the ILO's support will reinforce social protection policies, in tandem with other social and economic policies, including labour protection, to facilitate life and work transitions and ensure access to adequate social protection throughout people's lives. The ILO will reinforce the role of social protection in enabling well-functioning labour markets that generate productive and decent employment and in facilitating formalization.

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

- investing in social protection for children and families in a gender-responsive manner, also contributing to eliminating child labour;
- enhancing unemployment protection, employment injury protection, disability benefits and other measures to ensure income security and facilitate active inclusion, in coordination with labour market, skills, wages and OSH policies;
- facilitating the acquisition and maintenance of social security entitlements in the context of labour mobility, including for migrant workers;
- strengthening social health protection to achieve universal health coverage, ensure income security during sickness and maternity, and address the need for long-term care services;
- coordinating employment, social protection and environmental policies, and aligning financing and investment priorities to create decent jobs, universal social protection and just transitions, including in the pathfinder countries of the Global Accelerator for Jobs and Social Protection for Just Transitions.

196. At the global level, the ILO will:

- conduct research on the impact of social protection on health, poverty, inequality, labour market, productivity, macroeconomic stability and economic growth, and on achieving the SDGs, in particular target 1.3;
- conduct research and update evidence-based guidance on coordinated social protection, employment and active labour market policies, supporting just transitions;
- engage with strategic partners on the role of social protection in fostering just and inclusive life and work transitions;
- reaffirm the ILO's mandate in the framework of the UN Global Accelerator on Jobs and Social Protection for Just Transitions and the Global Coalition for Social Justice, promoting the involvement of employers' and workers' organizations on social protection policy issues at all levels.

Outcome 8: Integrated policy and institutional responses for social justice through decent work

Strategy

197. The ILO was founded on the shared commitment of its tripartite constituents to social justice through a balanced approach to economic and social goals, as defined in its 1919 Constitution, the 1944 Declaration of Philadelphia and reaffirmed in the Social Justice Declaration and the Centenary Declaration. The pursuit of the ILO's social justice mandate in the contemporary world of work is articulated in the Decent Work Agenda and takes place in a context of profound transformations that require increased international commitment to shared objectives, building on a common understanding of the need for cooperation and solidarity to achieve and sustain human security.

198. The inclusion of decent work as a major goal in the 2030 Agenda and its recognition as one of the elements of a renewed social contract in the UN Secretary-General's report *Our Common Agenda* are testimony to the international commitment to achieve this shared objective, especially in relation to employment and social protection, and the key role of social dialogue in this regard. However, greater policy coherence and deeper collaboration between the ILO, the United Nations and other international and regional organizations are needed to further support Member States in their efforts to translate international commitments into effective policies and programmes that yield concrete decent work outcomes at the country level. In parallel, increased policy coherence across international and regional organizations needs to be matched by greater coherence with international financial institutions and between line ministries at the country level, as well as within the ILO.

199. The Global Coalition for Social Justice will serve as the political framework for policy coherence at the multilateral level on the ILO and broader global policy agenda. It will strengthen coherence and cooperation between the ILO and its constituents and the wider UN development system, the international financial and trade institutions, regional development banks, the World Trade Organization (WTO), development partners, civil society organizations, business and academia. Other relevant multilateral processes such

as the G7, G20, and BRICS⁷ will also be harnessed to increase political momentum towards achieving the goals of social justice and decent work. The Coalition could become the leading policy platform concerning the world of work towards the UN World Social Summit and in its follow-up, thereby helping to define social justice and decent work in the post-2030 Agenda. The Global Coalition for Social Justice will build on the work of the Global Accelerator on Jobs and Social Protection for Just Transitions to increase multilateral coordination and support Member States in implementing and financing integrated policies and strategies to create decent jobs, extend social protection and facilitate just transitions.

200. For the ILO to successfully enhance its leadership role within the international community there is a need to reinforce internal coherence and coordination within the Office. As part of this effort, the ILO will establish four priority action programmes in key policy areas that cut across the policy outcomes and that present significant challenges and opportunities for the promotion of social justice through decent work, notably: (i) the transition from the informal to the formal economy; (ii) just transitions toward environmentally sustainable economies and societies; (iii) decent work in supply chains, investment and trade; and (iv) decent work in crisis and post-crisis situations. The action programmes will focus on the effective coordination and integration of policies and activities across the different areas of the ILO's work, and the provision of integrated support to constituents. They will serve as entry points to rally support and partnerships around the Global Coalition for Social Justice and will be linked to the Global Accelerator on Jobs and Social Protection for Just Transitions.

ILO focus in 2024–25

Output 8.1. Improved coherence in multilateral support for the development and financing of integrated policy responses for social justice through decent work

201. Placing social justice and decent work at the centre of national economic, financial, environmental,

⁷ Brazil, Russian Federation, India, China and South Africa.

trade and social policies and international cooperation is essential to promote inclusive growth, improve living standards and reduce inequality. Through the Global Coalition for Social Justice, the ILO aims to elevate the priority placed on social justice and decent work in the relevant policies across the multilateral system and help increase the financing available for closing gaps towards the compliance with the SDGs related to decent work. This will involve closer cooperation and coherence among UN agencies, international financial institutions, trade and investment organizations and development cooperation partners, including in the framework of the Global Accelerator on Jobs and Social Protection for Just Transitions.

202. To improve multilateral coherence the ILO will:

- support integrated, evidence-based and gender-responsive nationally owned strategies for social justice through decent work, based on social dialogue and international labour standards, providing advice as “One ILO” in a coordinated and coherent manner with the multilateral partners of the Global Coalition and the Global Accelerator and other UN-level networks, joint programmes and inter-agency task forces;
- promote a stronger integration of the Decent Work Agenda in UN Cooperation Frameworks and activities of other UN entities, and increase its participation in UN country teams;
- support national constituents in the development of equitable and sustainable financing strategies for the integrated country-led approaches;
- facilitate multilateral support for “pathfinder” countries of the Global Accelerator through the Technical Support Facility developed in collaboration with UN partners;
- strengthen tripartite bodies and consultation processes that enable regular dialogue among social partners, ministries of labour, social protection, finance, planning, development and other governmental bodies relevant to policy integration and financing strategies for decent work, both at the national and sectoral level;
- make a strong contribution in the preparation of relevant global forums to promote the central inclusion of the Decent Work Agenda;
- strengthen engagement with the IMF, World Bank, WTO, G7, G20, BRICS, other intergovernmental processes, regional bodies, multilateral and regional development banks in pursuit of policy

coherence and adequate financing from national and international sources for decent work, labour protection and universal social protection, as well as continue promoting policy coherence within UN inter-agency bodies, such as the UN System Chiefs Executives Board for Coordination (including the High-Level Committee on Programmes and the High-Level Committee on Management), the UNSDG, and other UN bodies, in particular UN Regional Economic Commissions.

Output 8.2. Improved coherence in support and action to facilitate transition from the informal to the formal economy

203. Transition to formality improves access of people in the informal economy to rights and protection and enhances the capacity of workers and enterprises to contribute to and benefit from an inclusive and sustainable development, which are conditions to reduce poverty and inequalities and build more resilient societies. Through a priority action programme, the ILO will improve coherence and effectiveness of policies by: (i) building a shared understanding, based on evidence, among constituents and the multilateral systems, on why and how to address informality; (ii) strengthening the capacity of constituents to implement integrated and coherent formalization strategies and to improve the coordination, integration, and synergies between distinct policy interventions in the area; and (iii) developing joint initiatives with the multilateral system on transition to formality.

204. In particular, the ILO will:

- develop the evidence base, including statistics, on informality, its consequences, its drivers and the opportunities for change, to foster among constituents and within the multilateral system a shared understanding of the necessity to act on integrated and gender-transformative pathways to formality, in line with Recommendation No. 204;
- build, jointly with UN agencies and international financial institutions and through social dialogue, coherence and synergies at national or sectoral levels between different policy interventions contributing to the transition to formality through: (i) the design of innovative, integrated and gender-responsive strategies; and (ii) the development of coordination mechanisms and other institutional arrangements;
- raise awareness of constituents about the advantages of adopting coherent and integrated approaches on transition to formality and

strengthen their capacity, in cooperation with the Turin Centre, to implement such approaches, including through exchanges of experiences between countries and regions;

- develop tools and innovative approaches, including through the use of digital technologies, on integrated approaches to formalization;
- compile and disseminate research, tools, data and publications and support a community of practice on informality, risks of informalization and formalization policies and measures;
- build partnerships, with the active participation of constituents, with UN agencies and international financial institutions and enhance development cooperation to develop joint policy initiatives and research on transition to formality.

Output 8.3. Improved coherence in support and action to facilitate just transitions towards environmentally sustainable economies and societies

205. Coherent and effective policies and financing for just transitions are instrumental to address opportunities and challenges in the path towards sustainability. Such policies cut across different fields and place decent work and social justice at the centre of climate and environmental action. Through a priority action programme, the ILO will support integrated measures for just transitions and foster greater coherence in multilateral initiatives. The strategy will be grounded in the ILO's *Guidelines for a Just Transition towards Environmentally Sustainable Economies and Societies for All* and be informed by guidance from the 2023 International Labour Conference. The strategy will ensure coordination of Office-wide efforts, leverage synergies with work under different outcomes and strengthen mainstream approaches. Initiatives with just transitions, climate action and circularity at their core, such as the Climate Action for Jobs, will be promoted.

206. In particular, the ILO will:

- conduct inclusive gender-responsive and sector-sensitive assessments of employment, economic and social impacts of climate and environmental change, and policy and sectoral responses at country level;
- support integrated policies, measures and programmes for green jobs creation and just transitions to environmental sustainability and circularity at country level through social dialogue,

policy coordination, the promotion of decent work in climate action, UN system engagement, financing strategies and technical assistance, with particular attention to the needs of vulnerable workers, including migrants and those forcibly displaced, and SMEs;

- strengthen constituents' capacities on policies, plans and programmes for just transitions;
- deliver global research, tools, and knowledge-sharing on the nexus between decent work and environmental challenges, and on policy and financing responses;
- foster the ILO's engagement in multilateral and regional processes and platforms, such as the United Nations Framework Convention on Climate Change, United Nations Convention to Combat Desertification, Convention on Biological Diversity, G7, G20, issue-based coalitions, Partnership for Action on Green Economy and the Platform for Accelerating the Circular Economy;
- strengthen resource mobilization, development cooperation and partnerships, including with multilateral development banks and the Global Environmental Facility, to integrate employment, social protection, skilling, employment services and business development services analysis, policy guidance and investment in climate lending programmes and financing.

Output 8.4. Improved coherence in support and action to advance decent work outcomes in supply chains

207. Supply chain, trade and investment policies are important entry points to advance decent work. In line with the "building blocks for a comprehensive strategy on achieving decent work in supply chains" adopted by a Tripartite Working Group in 2022, the ILO will ensure coherence in the delivery of a coordinated, ambitious, holistic, comprehensive strategy reflecting a mix of national, international, mandatory and voluntary measures to support constituents in addressing gaps in their capacity to advance decent work outcomes in supply chains, including through trade and investment policies.

208. Through a priority action programme, the ILO will actively engage with and assume a lead role among multilateral organizations, international financial institutions and other relevant partners working on decent work in supply chains, including those within the international trade architecture.

209. In particular, the ILO will:

- implement a “One ILO” approach on decent work in supply chains based on the ILO’s tripartite structure and normative agenda, supporting constituents to address implementation gaps and priorities in selected sectors, integrating all means of action, such as all forms of social dialogue, international labour standards, development cooperation programmes, research and policy advice;
- implement an integrated research strategy on decent work in supply chains that includes analysis and research on challenges, best practices, root causes and drivers of decent work deficits at all levels; global, regional and bilateral trade impacts on decent work in supply chains; and access to remedy, effective grievance mechanisms and compliance with international labour standards;
- provide advice in relation to labour provisions within trade and investment agreements supporting their effective implementation particularly in least developed countries;
- strengthen the capacity of constituents to develop and implement trade and investment policies that generate decent work and support them in addressing governance gaps;
- develop an empirically sound evidence base for strategies, including regulatory and non-regulatory, to harness trade and investment incentives to advance decent work in supply chains;
- engage in the Global Crisis Response Group, convened by the UN Secretary-General and the United Nations Conference on Trade and Development, and strengthen cooperation with the WTO and regional trade arrangements advocating increased investment in national institutions that enable decent work.

Output 8.5. Improved coherence in support and action to promote decent work in crises and post-crisis situations

210. Supporting constituents and social dialogue for the promotion of decent work in situations of conflict, disaster and socio-economic downturn and in fragile States is essential to address root causes of crises and to create pathways to peaceful, stable and resilient societies. Through a priority action programme, the ILO will improve the coherence and effectiveness of its approach to crisis response, peace and resilience and ensure the implementation of constituent-led interventions at all stages of the Humanitarian-Development-Peace-Nexus (HDPN), with a focus on people made particularly vulnerable by crises,

including those that are forcibly displaced. Recommendation No. 205 and the *Guiding Principles: Access of Refugees and other Forcibly Displaced Persons to the Labour Market* will provide the normative and policy framework for the strategy. Evidence-building on the role of decent work as a driver of socio-economic stabilization, social inclusion and cohesion, peace and resilience, will be strengthened.

211. In particular, the ILO will:

- ensure business continuity of ILO activities and immediate crisis response by addressing security, operational and implementation challenges and by strengthening internal capacities to prevent, respond to and recover from crises, applying adequate fast-track implementation modalities as appropriate;
- ensure early involvement of constituents in crisis response, also through the development of partnerships with relevant national, bilateral and multilateral actors including international financial institutions;
- collaborate with constituents to promote decent work for crisis prevention, preparedness and mitigation, integrate decent work in contingency plans, and mainstream conflict-sensitivity, peace-responsiveness, socio-economic resilience and disaster risk reduction in national and local policies, DWCPs and projects;
- support the development of decent work-related data, monitoring and assessment tools across the HDPN, in a gender-responsive non-discriminatory manner, including through the application of new digital technologies;
- promote the implementation of Recommendation No. 205 and the inclusion of world of work-related issues and constituents in multilateral, South-South, national, local and sectoral strategies and investments designed to operationalize the HDPN, especially in UN Cooperation Frameworks, to encourage a culture of prevention and peacebuilding through decent work;
- facilitate the development of knowledge, evidence and capacities to enable ILO staff and constituents to realize decent work in the HDPN, taking into account lessons learned from the COVID-19 pandemic and other crises; systematically update and implement standard operating procedures, and produce periodic reports on the contribution of decent work to socio-economic stabilization, social cohesion, peace and resilience.

► III. Enablers

Enabler A: Enhanced knowledge, innovation, cooperation and communication to advance social justice

212. The effectiveness of the ILO in advancing social justice through decent work depends on its ability to develop and manage an authoritative knowledge base with quantitative and qualitative evidence on world of work challenges and policy innovations, as well as on its international leadership. The Office will continue strengthening these dimensions of the ILO's work to enhance its capacity to serve the constituents' needs and priorities through training, policy advice and policy evaluation. Leveraging the visibility and outreach of the ILO's work in these areas also helps the Organization shape solid partnerships and mobilize development cooperation.

213. To enhance its support to constituents, consolidate partnerships and multilateral policy coherence, and increase the impact of its communication and advocacy efforts, the ILO will strengthen its position as a global centre of excellence for data and knowledge on issues related to the world of work with a focus on the post-pandemic recovery. It will also continue building evidence on what works in strengthening labour market governance to overcome structural challenges and foster resilience, and will support the identification and scaling up of innovative solutions to advance social justice through decent work in a context of instability.

214. The Global Coalition for Social Justice will be at the centre of the ILO's partnership strategy. The Coalition will promote policy coherence and financing for social justice and will contribute to the mobilization of resources for development cooperation. Through the Coalition and ensuring the active and meaningful participation of the social partners, the ILO will establish country level targeted partnerships and deepen collaboration with UN entities, international financial institutions, development partners, private foundations, government institutions, academia and the media. Efforts to strengthen South–South and triangular cooperation will continue, along with dedicated efforts to develop strategic partnerships and development cooperation that supports the institutional capacity of constituents and the achievement of the policy outcomes, aligned with the

ILO's Development Cooperation Strategy and its implementation plan.

Output A.1. More and better statistics with reliable labour market information systems

215. The ILO will continue to support constituents to produce and analyse quality statistics using innovative methods based on sound internationally agreed statistical standards adopted by the ICLS, and to strengthen its capacity to compile and disseminate harmonized data on SDG indicators and emerging new areas of labour statistics with the more disaggregated scope, particularly focusing on gender, groups in vulnerable situations and specific economic sectors. Focused support through capacity-building and technical assistance to enhance labour market information systems will be expanded to cover all the dimensions of the Decent Work Agenda and to incorporate new sources of data and innovative ways of analysis like modelling and nowcasting methods, as the ones used in the latest ILO Monitors. The emergence of new forms of work and associated characteristics, as well as recently adopted ILO Conventions, call on the ILO to provide adequate statistical definitions and guidance to be eventually adopted as an international statistical standard by the ICLS.

216. Specific deliverables during the biennium will include:

- a capacity-building and technical assistance programme to support Member States in adopting the latest statistical standards through the ICLS on key labour market variables like work, work relationships and informality, and in producing and disseminating statistics in relation to SDG indicators under the ILO's custodianship and those related to decent work;
- strengthened support to develop labour market information systems integrated in national statistical systems with increased capacity to analyse decent work trends, including by carrying out regional training activities with the Turin Centre;

- a consolidated and enhanced ILOSTAT database based on an updated and enlarged harmonized microdata repository;
- new analytical work on new frameworks and tools to support the adoption of statistical standards on topics where these do not exist or need urgent attention, such as platform work, telework, labour migration, violence and harassment at work, OSH at the workplace or industrial relations;
- revised processes for updating the existing International Standard Classification of Occupations (ISCO-08) based on artificial intelligence techniques, which are already being used by many Member States across different regions.

Output A.2. Evidence-based research to promote the human-centred approach

217. Multidisciplinary and evidence-based research that draws on constituents' experience and expertise is crucial to support the ILO's programme of work and to gain leverage for accelerated action on all the policy areas. Based on ILOSTAT, which provides a wealth of microdata and information not yet fully exploited, cutting-edge innovative research will focus on analysing the theoretical and practical institutional foundations of the ILO's work for the promotion of social justice through the human-centred approach framed by the Centenary Declaration.

218. Research will be carried out through inter-departmental collaboration, with special attention to topics prioritized by constituents and in consultations with them, meeting needs identified at country and regional levels in relation to the main elements of the renewed social contract and issues such as productivity growth and decent work or the minimum living income. Internal collaboration will seek to strengthen the complementarities and synergies of research across the Office and to improve coherence in the planning of new projects and practical application of recently published work for the benefit of constituents. Research will benefit from the expansion of engagement, consultation and partnership with constituents, academic and research institutions in different regions, United Nations, international financial institutions, other multilateral organizations and key knowledge networks.

219. Specific deliverables during the biennium will include:

- global flagship reports that analyse major trends in the world of work and the state of social justice in

the world incorporating the latest statistical data available and using state-of-the-art models to provide anticipatory trajectories of main labour variables on an annual basis, and that address special themes on evolving world of work challenges relevant to constituents on a rotating basis (for example, the *Global Wage Report*, *World Social Protection Report*, and *Social Dialogue Report*);

- cutting-edge research reports, briefs and working papers to strengthen the knowledge base on key world of work issues relevant to the constituents in developing countries and to identify policy gaps requiring scaled-up support for delivery of the human-centred recovery at national levels, actively mainstreaming gender equality and non-discrimination;
- a strengthened, coherent ILO research agenda on key world of work challenges and opportunities in the digital economy, serving as a robust platform for policy and social dialogue among constituents on this key issue as framed by the Centenary Declaration;
- enhanced training for constituents on evidence-based policymaking to strengthen institutional capacities to improve the design, evaluation and implementation of world of work public policies.

Output A.3. Innovative approaches to promote social justice through decent work identified, promoted and scaled up

220. Based on the ILO Strategy on knowledge and innovation adopted in 2023 and guidance provided by the Governing Body, the Office will develop a targeted approach to strengthen its response to constituents' needs in terms of innovative policies, products and services, at the global, regional and national levels. The visibility and reach of existing innovation initiatives in the areas of sustainable enterprises, skills, formalization, just transitions, labour law compliance and fundamental principles and rights at work will be enhanced. Through the four priority action programmes, the Office will also innovate in intervention models and knowledge management to respond better to constituents' needs in these priority areas. The Turin Centre will play a key role in innovation for capacity development.

221. The ILO will reinforce its participation and leading role in the UN innovation network and other forums and will promote an active participation of development partners in supporting innovative approaches for the delivery of the action programmes and other priorities defined in the programme and

budget. To create an open and conducive environment for innovation, the ILO will establish a facility that will coordinate and monitor innovation initiatives carried out by different organizational units, at headquarters and in the regions, including innovation challenges and calls to identify and support novel solutions developed by constituents and other stakeholders. The facility will be a safe space for experimentation, it will foster an organizational culture supportive of innovation and will enhance the communication and visibility of innovations for social justice through decent work promoted by the ILO.

222. Deliverables during the biennium will include:

- a system and methodology established to identify, support and scale up innovative solutions pursued by the ILO and by ILO constituents to boost the impact of policies and institutions that promote social justice through decent work, with a focus on areas prioritized within the policy outcomes and the priority action programmes;
- a network of innovative organizations and actors to facilitate exchange of knowledge about what works and what does not work in the promotion of social justice;
- improved selected ILO tools, methodologies and services to constituents to increase reach and impact, including by leveraging appropriate and sustainable technologies;
- Office-wide capacity development initiatives and improved internal and external communications to promote a culture of innovation across the ILO.

Output A.4. Expanded partnerships and development cooperation in support of the policy outcomes

223. The Office will continue to implement the Development Cooperation Strategy 2020–25, strengthening collaboration with a wide range of organizations and initiatives, including the Global Accelerator on Jobs and Social Protection for Just Transitions, to leverage capabilities, knowledge, expertise as well as funding for the delivery of the policy outcomes and the 2030 Agenda, with the objective to enhance resource mobilization towards the support of the constituents in Member States.

224. The Office will also channel collaborations towards existing funding gaps under the policy outcomes. Peer-to-peer exchanges between constituents and other partners will continue to be strengthened, including through South–South and triangular cooperation and in cooperation with the

Turin Centre. Public–private partnerships will help the ILO better achieve agreed policy objectives. Special emphasis will be placed in enhancing the ILO’s access to voluntary funding and resources in the context of the reformed UN development system and its partnership and funding modalities, as well as to support the participation of constituents in UN country level development planning processes, thereby enhancing the ILO’s contribution to the 2030 Agenda. Improving accountability, monitoring, reporting and transparency on the use of resources and on the results achieved will remain priorities.

225. Specific deliverables during the biennium will include:

- global, regional, and country-specific technical support to reinforce engagement and partnerships with UN entities, international financial institutions, regional development banks, multilateral organizations, UN issue-based coalitions, multi-stakeholder partnerships as well as South–South and triangular cooperation and public–private partnerships;
- global, regional and country-specific support to ILO constituents’ engagement with the UN development system to improve adequate access to resources at the national level within the UN Cooperation Frameworks;
- structured partnership and funding dialogues addressing ILO key priority areas, widely discussed with constituents, and involving an expanded range of partners;
- a partnership, advocacy and outreach plan to mobilize development cooperation for the Global Coalition for Social Justice.

Output A.5. Enhanced communication for strengthened outreach and advocacy

226. The ILO will use the latest technology and tools to create and market content that promotes ILO research, data, impact and advocacy, thereby increasing the visibility of its work and results. This means packaging knowledge content and human stories and developing campaigns in ways that are most likely to be viewed, understood and used by ILO primary audiences, including through social and mass media. Focus will be placed on enhancing outreach, connecting with the constituents, the multilateral system and development partners, while ensuring that communication efforts also reach a wider audience. Audience research and analytics of the performance of ILO communication on various

platforms and channels will determine what content is produced and how it is shared. While digital communication and mobile technology are rapidly expanding, care will be taken to ensure that the right methods are used for each audience and location. This includes making gender-balanced, inclusive and sustainable content available in multiple languages and ensuring that it is accessible for persons with disabilities.

227. To ensure a global and coordinated ILO communication effort, offices and departments will be equipped with guidelines, templates and training. Particular emphasis will be placed on horizontal collaboration across regions. Appropriate partnerships will be supported and used to further strengthen outreach and advocacy, including with organizations and individuals that can help amplify messages on key issues.

228. Specific deliverables during the biennium will include:

- communication content informed by audience analytics, to provide the right type of content in the right place for the right audiences;
- innovative communication platforms, including a new ILO global website, to improve user experience, present ILO content in a modern and functional way and highlight progress in decent work brought about by the ILO;
- global horizontal collaboration and a communications guidance space, combining SharePoint and Teams, to strengthen the “One ILO” communication effort;
- partnerships with media and other organizations to enhance communication on the Global Coalition for Social Justice.

Enabler B: Improved leadership and governance

229. Through its governance structure, the ILO and its constituents take a leadership role in the development of global standards and policies for social justice through decent work, as a distinctive feature of inclusive and productive economies, cohesive societies and good governance. This leadership function is especially relevant in a world shaken by multiple crises. The Global Coalition for Social Justice will be an opportunity for the ILO to strengthen its leadership role to achieve the full potential of the Social Justice Declaration, accelerate the implementation of the Centenary Declaration, including by giving effect to the Global Call to Action, and pursue the decent work-related targets of the 2030 Agenda.

230. To enable effective governance, the Office will continue providing support to the agenda-setting process, delivering high-quality, independent and timely legal services to the constituents. The ILO will capitalize on the experience gained during the pandemic and will retain and develop sustainable innovative solutions in meeting services and documents production to further facilitate the consensus building process. The Office will continue providing assurance that the Organization achieves its objectives effectively and efficiently, through strengthened oversight and evaluation functions, focusing on accountability and learning.

231. The Office will continue to engage with UN institutional bodies and processes at the country,

regional and global levels, including the United Nations Chief Executives Board for Coordination, the Joint Inspection Unit and the United Nations Evaluation Group (UNEG). In doing so, the ILO will benefit from good practices in leadership, governance, oversight and evaluation and will have the opportunity to promote an understanding of the ILO’s specificities, notably international labour standards, tripartism and social dialogue, within the UN system.

Output B.1. Enhanced leadership and strategic direction to ensure organizational impact

232. The Office will support the International Labour Conference and the Governing Body to provide strategic direction for the Organization’s work and will give effect to decisions made by the governing organs. The ILO will continue to make best use of its tripartite structure and convening authority to lead and shape a human-centred recovery through effective tripartite decision-making and enhanced political engagement. Particular efforts will be devoted to stepping up ILO leadership at country level with appropriate skills and resources by improving the alignment of national programmes that meet the diverse needs of the constituents with the global goals of the Organization and UN planning processes.

233. Specific deliverables during the biennium will include:

- authoritative policy and normative outcomes and instruments adopted by the International Labour Conference for the ILO to play a leadership role in setting up a common agenda for the Global Coalition for Social Justice and in delivering on the 2030 Agenda; this will be pursued through enhanced and inclusive political engagement and policy dialogue at global, regional and national forums, as well as through the meaningful participation of representatives of other international organizations and international non-governmental organizations within the framework of the Conference;
- improved functioning of the recurrent discussions, including the implementation of a new cycle, in light of the resolution on Advancing Social Justice through Decent Work, as a means of informing ILO strategic priority-setting, based on a better understanding of the different needs of constituents and their capacities and on an assessment of the results of the ILO's activities;
- an adaptive country programming management process and related systems to support constituents' engagement in planning, monitoring and reporting on progress towards results, linked to DWCPs and the UN Cooperation Frameworks, and to ILO operations more broadly in countries where there is no DWCP.

Output B.2. Effective and efficient support to decision-making by governing organs

234. Support from the Office to the governing organs will aim at achieving further improvements in their operations, increasing inclusiveness, transparency and efficiency. This will be achieved through enhanced consultations with constituents on agendas and processes, and through the timely provision of quality official documents. The Office will continue supporting the discussions concerning constituents' full, equal and democratic participation in the ILO tripartite governance, notably intensifying the promotion of the entry into force of the 1986 Amendment to the ILO Constitution. Focus will be placed on strengthening tripartite engagement and participation in policymaking and decision-making assisted by electronic means and tools, taking advantage of technology and experience obtained during the pandemic.

235. Specific deliverables during the biennium will include:

- proposals for continued support, as appropriate, of constituents' discussions on the full, equal and democratic participation in the ILO tripartite governance, based on relevant decisions and guidance of the governance organs;
- a periodically revised and shared portfolio of Conference agenda items through continued support to constituents' engagement in relevant processes, based on relevant research and evidence-based knowledge products developed in a timely manner, as well as four coordination group meetings during the biennium;
- regular information sessions and informal consultations ahead of Governing Body sessions and the Conference on both substantive and procedural issues based on feedback on the evolving information needs of the constituents;
- wider use of professionally validated computer-assisted translation and terminology tools in document production, balancing the need for high-quality with timely delivery of documents;
- effective and efficient support for multiple formats of official meetings (in-person, hybrid and virtual, as per constituents' requests) ensuring greater outreach and inclusivity and facilitating active interaction;
- high-quality, independent and timely legal services focusing on enhancing legal certainty and user-friendliness of rules of procedure of governing organs.

Output B.3. Strengthened oversight, evaluation and risk management to ensure transparency, accountability and learning

236. The ILO will continue applying the "three lines of defence" model for risk management and internal control adopted by the United Nations High-Level Committee on Management. This includes: (a) functions that own and manage risks and controls ("first line – operational management"); (b) functions that oversee risks and controls ("second line – business enabling and control oversight"); and (c) functions that provide the Governing Body and senior management with independent assurance of the efficiency and effectiveness of the system of internal control and for the use of findings from oversight and evaluation for organizational improvement and learning ("third line – independent assurance").

237. In the ILO, a robust internal control framework based upon the Integrated Resource Information System (IRIS) maintains the first two lines. A risk-based, delegated authority monitored by management is applied across the Office on the basis of operational needs. In the third line, the Office of Internal Audit and Oversight, the Evaluation Office and the Independent Oversight Advisory Committee provide an overview of overall performance, compliance and learning, reporting independently and directly to the Governing Body. In addition, the External Auditor provides an audit opinion on the ILO's annual financial statements and a report to the Governing Body on the Office's overall performance, as well as performance in specific areas, based on a risk approach. Work in the biennium will aim at further embedding the operation of this model. Alongside this, the Office will continue to focus on implementing the ILO's Environmental and Social Sustainability Framework across all areas of the ILO's work.

238. Specific deliverables during the biennium will include:

- adapted risk assessment processes and audit plans to ensure widespread coverage of traditional as well as evolving high-risk areas that have arisen in light of the COVID-19 pandemic, as well as follow-

up audits to verify that management implements recommendations within agreed time frames;

- an enhanced criteria-based and integrated evaluation planning mechanism through annual regional and departmental consultations with a higher focus on learning needs and complementarity across oversight functions;
- continued innovation in evaluation approaches, accelerated during the pandemic, with greater engagement of constituents and providing quality evaluative evidence for improved effectiveness and organizational learning in the ILO;
- continued investment in state-of-the-art knowledge management systems to make better use of a range of evaluative products to enhance the utility and uptake of recommendations, as well as stronger organizational learning processes, including through increased synergy with other evidence-based knowledge products;
- implementation of the ILO's Environmental and Social Sustainability Framework through the development of action plans and reporting mechanisms.

Enabler C: Effective, efficient, results-oriented and transparent management

239. The delivery of the programme of work for 2024–25 requires sound resources management systems that are responsive and adaptable to diverse operational environments, while meeting the required quality standards in terms of transparency, accountability and value for money. During recent biennia, the ILO has made sustained efforts to improve its management systems, introduce reforms to increase the effectiveness and efficiencies of its administrative processes and enhance agility and responsiveness of its operations in line with international good practices. The programme aims to consolidate and expand progress in all these areas, building also on the experience of digitalization acquired during the COVID-19 pandemic and the adoption of working methods that allow for the efficient provision of integrated support to constituents.

240. Work in the biennium will focus on reinforcing a delivery model that enhances the ILO's reach, impact and sustainability. This will be achieved by streamlining business processes, leveraging digital

technology, enhancing safety and security for ILO staff and assets and promoting environmental sustainability in all operations, particularly at country level.

241. This will imply that the Office has strong policies and mechanisms to ensure that all financial resources – the assessed contributions to the regular budget and voluntary contributions – are allocated and managed in an integrated and transparent manner throughout the programming cycle, focusing on the achievement of meaningful results for the constituents at country, regional and global levels and enhancing responsiveness and accountability. Further improvements are also necessary in the assessment of funding and partnership needs to achieve global and country level outcomes in line with the ILO Development Cooperation Strategy 2020–25. It is also important to attract and nurture a competent, diverse, qualified and highly motivated workforce, to increase the critical mass of technical expertise in the field and to foster an empowering environment that promotes a respectful and inclusive workplace and an

organizational culture supportive of change and continuous improvement.

Output C.1. An improved digital environment and physical infrastructure to support effective and efficient operations and safe and sustainable workplaces

242. In line with the ILO Information Technology Strategy 2022–25, the Office will increase its efforts to implement, upgrade, automate, and standardize processes and applications to remain efficient in a rapidly changing digital environment with new working modalities. The focus will be on simplifying and further digitalizing internal business processes and lowering staff effort by delivering clearer and higher quality services.

243. Continuing its efforts to transform the workplace, focus will be on providing safe and sustainable office spaces fully adapted to support Office priorities and enable innovative and collaborative work. In response to a growing unstable security environment, the Office will strive to ensure that the implementation of the security policy and its coordination is improved at headquarters and in field locations.

244. The Office will expand its efforts on improved management and accessibility of data and information to drive innovation and provide insight in support of decision-making, policy guidance and retention of institutional knowledge. The transition to the production of digital publications will continue. The Office will consolidate the use of publication management systems and improve the accessibility of its digital resources.

245. Specific deliverables during the biennium will include:

- the advanced implementation of the Integrated Workplace Management System to optimize the use of office space and improve the transparency of its management, gaining efficiencies in the control of physical assets, building accesses and delivery of related support services at headquarters and in external offices;
- the implementation of technologies, tools and applications to enable secure real-time communication and to provide digital learning and collaboration possibilities across the Office, supporting participation from anywhere, improving productivity, reducing paperwork and lowering the ILO's carbon footprint;
- the gradual transition to sustainable office spaces, adapted to correctly support the various activities

while using resources responsively and avoiding causing pollution;

- improved compliance with the security accountability framework and the implementation of UN security risk management measures, and reduced vulnerability of the Office infrastructure (information technology and building management) to cyberattacks;
- additional role-based information security training materials and tools to enhance cyber resilience, supported by tighter integration between risk and information security governance;
- further development and implementation of improved systems to support the production, dissemination and retention of information, digital publications and communication.

Output C.2. Improved policies, mechanisms and approaches to facilitate integrated resource management for results

246. The ILO will improve policies and mechanisms to support strategic programming across the Office and ensure the integrated use of all available resources aligned with the priorities of constituents in countries and with programme and budget outcomes. Special consideration will be given to aligning the diverse resource allocation mechanisms and reviewing and streamlining related decision-making procedures, with the aim of supporting the delivery of services in a more coherent, efficient and effective manner.

247. Efforts to enhance monitoring systems will continue to focus on adaptive management and on facilitating up-to-date, accurate and transparent reporting on results achieved and resources used, in line with international transparency standards. Particular attention will be given to strengthening focus on and accountability to end-beneficiaries.

248. Specific deliverables during the biennium will include:

- improved outcome-based work planning processes and systems that facilitate the effective and efficient provision of integrated support to constituents, drawing on enhanced technical and human capacity in the field and an expanded development cooperation portfolio managed at country level;
- stronger strategic budgeting and resource allocation mechanisms that build upon integrated programming and facilitate timely delivery of all ILO resources available from the regular budget

and voluntary contributions, to support the achievement of the results established in the programme and budget;

- improved procedures supporting the delegation of decision-making on resource allocation, accompanied by a further strengthened accountability framework;
- improved monitoring systems with accurate programmatic, evaluative and financial data, for all sources of funds as well as for staff and non-staff costs, to support real-time decision-making, improved reporting and a strengthened accountability culture across the Office;
- enhanced systems and capacity to produce and publish timely quality information on results achieved and resources used, aligned with the OECD Development Assistance Committee (OECD–DAC), the International Aid Transparency Initiative (IATI) and UN Data Cube standards and compliant with UN INFO requirements, building on progress made in 2022–23.

Output C.3. Improved policies and processes to ensure a diverse, motivated and high-performing workforce

249. The Office will strengthen and expand on existing policies and processes to nurture a diverse, motivated and high-performing workforce. A robust workforce planning framework and revised recruitment procedures will enable the ILO to proactively address its staffing needs, carry out competitive, merit-based and transparent selection processes, and ensure the availability of key skills needed to deliver on its mandate, now and in the future. There will be an increased focus on delivery to constituents, with new opportunities for gaining field experience and approaches identified for increasing the ILO's presence and influence in the context of the UN reform and greater support for mobility. An increased presence of the ILO in the field through multiple modalities will be pursued.

250. Targeted outreach and marketing of the ILO's employee value proposition will aim to diversify the pool of qualified candidates, in line with the commitments outlined in the ILO Human Resources Strategy for 2022–25, the Action Plan for Gender Equality and the Disability Inclusion Policy and Strategy. These will be supported by policies and

initiatives that promote a fair, inclusive and respectful work environment where staff feel valued, motivated and enabled to perform at their best; in particular, there will be a zero-tolerance policy in respect of sexual exploitation and abuse, all forms of violence and harassment in the workplace, and any other form of unprofessional conduct.

251. Strategic approaches to staff development will respond to the skills needs emerging from the skills-mapping exercise and the review of the generic job descriptions. Staff development resources will be focused on supporting the delivery of the ILO's programme taking account of the needs of the Organization and the mutual benefit to the individual and the Office.

252. Specific deliverables during the biennium will include:

- a consolidated workforce planning framework, with improved processes and tools, integrated and embedded in the organizational planning cycle;
- targeted branding, marketing and outreach to attract a broader range of qualified candidates, with the aim of improving gender parity and geographical diversity, and encouraging applications of youth, persons with disabilities and applicants with diverse backgrounds relevant to the ILO's tripartite constituents;
- revised mechanisms to support geographical and functional mobility, new opportunities for gaining field experience, increased alignment in the treatment of staff funded through different sources of funds and continued engagement in UN Resident Coordinator reform processes;
- strategic staff development approaches to address evolving needs, including managing performance in hybrid teams, systems thinking, communicating results, data analytics and digital skills; innovative joint activities and creative collaboration with the Turin Centre; and improved structures to support departments and offices in addressing technical skills gaps;
- strengthened leadership and accountability mechanisms to support new ways of working and enhanced policies and culture change initiatives to ensure a respectful, healthy and inclusive working environment.

► Appendix I

Results framework for 2024–25

1. This appendix presents the ILO results framework for 2024–25. It contains the expected results in relation to the intended long-term impact, the eight policy outcomes and the three enablers, alongside the corresponding outputs, with indicators at the three levels:

- four impact indicators track longer-term changes in relation to the Decent Work Agenda and the achievement of the SDGs;
- 16 outcome indicators measure the effect of improved policies and institutions on labour markets and people’s lives, of which 10 are directly linked to SDG indicators;¹
- 58 output indicators measure the immediate effects of the ILO’s capacity development efforts on policies, institutions, and people;
- 28 output indicators measure improvements and progress in relation to the knowledge, innovation, cooperation, leadership, governance and operational management of the ILO.

2. Similarly to previous biennia, the results framework includes 14 SDG indicators under ILO custodianship to track progress at the impact and outcome levels.

3. Relative to 2022–23, the results framework includes the following changes:

- Outcome indicators have been reorganized in accordance with the new policy outcomes. The framework also incorporates a new outcome indicator for outcome 8 on integrated policy and institutional responses for social justice through

decent work, and an additional outcome indicator for outcome 7 on universal social protection.

- Output indicators under the policy outcomes and the enablers have also been reorganized and modified in accordance with the new framework. Specific output indicators have been added for the new outputs on the social and solidarity economy (SSE) and those under outcome 8. The framework also includes three new output indicators to measure the number of direct beneficiaries of ILO initiatives (indicator 3.2.4 on beneficiaries of skills and lifelong learning services; indicator 3.4.2 on beneficiaries of employment-intensive investment programmes; and indicator 5.2.3 on the labour rights and working conditions of care workers).

4. Measurement, monitoring of progress and reporting of results at the output level will be based on detailed technical notes developed by the Office for this purpose. The notes specify the qualitative criteria that define the expected results to be achieved with ILO support, which in all cases are based on consultations with the social partners and on international labour standards.

5. The tables in this appendix include preliminary data on the baseline and expected targets for the indicators, based on information available in December 2022. The baseline is the expected value of the indicators in 2022–23 or by the end of 2023, while the target is the expected result to be achieved by the end of 2025. This information should therefore be considered as indicative at this stage, and will be reviewed and updated as necessary towards the end of 2023 to reflect progress in decent work trends and in the implementation of the ILO’s programme during the 2022–23 biennium.

¹ At present, there is no tripartite consensus on an outcome level indicator for outcome 2 on strong, representative and influential tripartite constituents and effective social dialogue. The Office remains committed to working jointly with tripartite constituents to define such an indicator in the future.

► **Table I.1. Long-term impact**

| Social justice through decent work: A fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all | | | |
|--|------------------------------|---|---|
| Impact indicators | Means of verification | Baseline | Target |
| Proportion of employed population below the international poverty line, by sex, age and geographical location (urban/rural) (working poverty rate, subcomponent of SDG indicator 1.1.1). | ILOSTAT | 6.7% (2021) 6.4% (2022) | Eradicate extreme poverty for all people everywhere (SDG target 1.1). |
| Annual growth in average real monthly earnings of employees (linked to SDG indicator 8.5.1). | <i>Global Wage Report</i> | -0.9% (2022) * | Full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value (SDG target 8.5). |
| Unemployment rate, by sex, age and persons with disabilities (SDG indicator 8.5.2). | ILOSTAT | 6.9% (2020) 6.2% (2021) 5.8% (2022) | |
| Labour share of GDP (SDG indicator 10.4.1). | ILOSTAT | 52.6% (2019) | Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality (SDG target 10.4). |

* The *Global Wage Report* estimate covers the first half of 2022.

► **Table I.2. Policy outcomes**

| Impact indicators | Means of verification | Baseline | Target |
|--|---------------------------------------|---|---|
| 1. Strong, modernized normative action for social justice | | | |
| Level of national compliance with labour rights (freedom of association and collective bargaining) based on ILO textual sources and national legislation, by sex and migrant status (SDG indicator 8.8.2). | ILOSTAT | The world aggregate score is 5.1 on a scale of 0 to 10 (0 being the best and 10 the worst) for 2019 and 5.0 for 2020. | Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (SDG target 8.8). |
| Proportion and number of children aged 5–17 years engaged in child labour, by sex and age (SDG indicator 8.7.1). | ILO global estimates of child labour | 9.6%, equivalent to 160 million children, of which 63 million are girls (2020). | Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and, by 2025, end child labour in all its forms (SDG target 8.7). |
| Forced labour rate. | ILO global estimates of forced labour | 3.5 per 1,000, equivalent to 27.6 million people, of which 11.8 million are women and girls (2021). | |

| Impact indicators | Means of verification | Baseline | Target |
|---|--|---|---|
| Output 1.1. Increased capacity of Member States to ratify international labour standards | | | |
| 1.1.1. Number of ratifications of: (a) fundamental and governance Conventions/ Protocols; (b) up-to-date technical Conventions. | ILO Information System on International Labour Standards (NORMLEX) | (a) 2,061 (December 2022) (b) 2,415 (December 2022) | (a) 35 additional ratifications (9 in Africa, 5 in the Americas, 2 in the Arab States, 15 in Asia and the Pacific, and 4 in Europe and Central Asia). (b) 80 additional ratifications (20 in Africa, 15 in the Americas, 5 in the Arab States, 25 in Asia and the Pacific, and 15 in Europe and Central Asia). |
| Output 1.2. Increased capacity of constituents to drive effective application of international labour standards | | | |
| 1.2.1. Number of cases of progress in the application of ratified Conventions noted with satisfaction by the supervisory bodies. | Reports by ILO supervisory bodies compiled in NORMLEX. | 50 cases of progress. | 50 cases of progress. |
| 1.2.2. Percentage of new UN Cooperation Frameworks that include measures to address issues raised by the ILO supervisory bodies. | UN Cooperation Framework documents; UN Development Coordination Office. | 10% | 10% |
| Output 1.3. Increased capacity of constituents, partners and stakeholders to engage with normative action | | | |
| 1.3.1. 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. | NORMLEX | 40% | 40% in 2024 40% in 2025 |
| 1.3.2. 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. | Official national documents and reports by ILO supervisory bodies. | 20 Member States (5 in Africa, 4 in the Americas, 2 in Arab States, 5 in Asia and the Pacific, 4 in Europe and Central Asia). | 25 Member States (5 in Africa, 9 in the Americas, 2 in Arab States, 6 in Asia and the Pacific, 3 in Europe and Central Asia). |
| Output 1.4. Increased capacity of constituents, partners and stakeholders to respect, promote and realize fundamental principles and rights at work | | | |
| 1.4.1. Number of Member States in which there are new or improved policies and programmes that address the mutually reinforcing nature of two or more fundamental principles and rights at work. | Official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 23 Member States (6 in Africa, 10 in the Americas, 5 in Asia and the Pacific, 2 in Europe and Central Asia). |

| Impact indicators | Means of verification | Baseline | Target |
|---|--|---------------------------------|---|
| 1.4.2. Number of Alliance 8.7 Pathfinder countries that have taken action on child labour, forced labour or trafficking in persons. | Alliance 8.7 information platform and official national reports compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 18 Member States (8 in Africa, 5 in the Americas, 4 in Asia and the Pacific, 1 in Europe and Central Asia). |

Output 1.5. Increased capacity of constituents, partners and stakeholders to implement sectoral international labour standards, codes of practice, guidelines and tools

| | | | |
|---|---|---|---|
| 1.5.1. 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. | National documents and reports, including from EBMOs and workers' organizations, compiled through the ILO Sectoral Coordination Mechanism; reports by ILO supervisory bodies. | 15 Member States (6 in Africa, 2 in the Americas, 1 in Arab States, 6 in Asia and the Pacific). | 18 Member States (9 in Africa, 2 in the Americas, 2 in Arab States, 5 in Asia and the Pacific). |
|---|---|---|---|

2. Strong, representative and influential tripartite constituents and effective social dialogue

Outcome indicator to be developed.

Output 2.1. Increased institutional capacity of employer and business membership organizations to be strong, independent and representative

| | | | |
|--|--|---|---|
| 2.1.1. Number of EBMOs with improved governance systems, strategies to widen representation and/or enhanced service provision. | Reports, document proceedings, service/training records, guides/manuals, and business plans/strategies of EBMOs; partnership agreements, media coverage or other official documents. | 24 organizations (7 in Africa, 7 in the Americas, 1 in Arab States, 6 in Asia and the Pacific, 3 in Europe and Central Asia). | 36 organizations (10 in Africa, 13 in the Americas, 1 in Arab States, 8 in Asia and the Pacific, 4 in Europe and Central Asia). |
| 2.1.2. Number of EBMOs that produce analyses on the changing business environment and conduct advocacy activities to influence policymaking. | | 21 organizations (7 in Africa, 5 in the Americas, 1 in Arab States, 5 in Asia and the Pacific, 3 in Europe and Central Asia). | 24 organizations (9 in Africa, 6 in the Americas, 1 in Arab States, 5 in Asia and the Pacific, 3 in Europe and Central Asia). |

Output 2.2. Increased institutional, technical, representational and policy impact capacities of workers' organizations

| | | | |
|--|--|---|---|
| 2.2.1. Number of national workers' organizations with innovative strategies to attract new groups of workers and/or to improve their services. | Congress or annual reports of workers' organizations; collective bargaining agreements; official reports and publications; media; national, regional and multilateral policies, laws and regulation; trade agreements; comments and reports of the ILO supervisory bodies. | 37 organizations (13 in Africa, 8 in the Americas, 4 in Arab States, 10 in Asia and the Pacific, 2 in Europe and Central Asia). | 38 organizations (13 in Africa, 8 in the Americas, 4 in Arab States, 10 in Asia and the Pacific, 3 in Europe and Central Asia). |
| 2.2.2. Number of workers' organizations that produce proposals considered in social dialogue mechanisms for policymaking. | | 36 organizations (12 in Africa, 8 in the Americas, 3 in Arab States, 10 in Asia and the Pacific, 3 in Europe and Central Asia). | 38 organizations (15 in Africa, 8 in the Americas, 3 in Arab States, 10 in Asia and the Pacific, 2 in Europe and Central Asia). |

| Impact indicators | Means of verification | Baseline | Target |
|--|---|--|---|
| Output 2.3. Increased capacity of Member States to make social dialogue more influential and labour relations institutions and processes more effective | | | |
| 2.3.1. Number of Member States in which there are newly established or strengthened institutions and processes for social dialogue. | Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies. | 29 Member States (9 in Africa, 4 in the Americas, 3 in Arab States, 10 in Asia and the Pacific, 3 in Europe and Central Asia). | 28 Member States (14 in Africa, 4 in the Americas, 2 in Arab States, 5 in Asia and the Pacific, 3 in Europe and Central Asia). |
| 2.3.2. Number of Member States in which there are newly developed or strengthened policies or practices to promote: (a) collective bargaining; (b) workplace cooperation. | Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies. | 19 Member States (4 in Africa, 2 in the Americas, 2 in Arab States, 10 in Asia and the Pacific, 1 in Europe and Central Asia). | (a) Collective bargaining: 20 Member States (9 in Africa, 1 in the Americas, 1 in Arab States, 5 in Asia and the Pacific, 4 in Europe and Central Asia). (b) Workplace cooperation: 11 Member States (3 in the Americas, 1 in Arab States, 6 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 2.3.3. Number of Member States in which there are newly established or reformed regulatory or institutional frameworks for the effective prevention and resolution of labour disputes. | Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies. | Not applicable (new indicator). | 22 Member States (7 in Africa, 2 in the Americas, 1 in Arab States, 7 in Asia and the Pacific, 5 in Europe and Central Asia). |
| Output 2.4. Increased institutional capacity of labour administrations | | | |
| 2.4.1. Number of Member States in which labour administration policies and frameworks are improved, including through labour law reforms. | Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies. | 25 Member States (5 in Africa, 8 in the Americas, 2 in Arab States, 5 in Asia and the Pacific, 5 in Europe and Central Asia). | 21 Member States (6 in Africa, 6 in the Americas, 2 in Arab States, 4 in Asia and the Pacific, 3 in Europe and Central Asia). |
| 2.4.2. Number of Member States in which policies, strategies and labour inspectorates are strengthened for improved compliance with national labour legislations. | Official national documents and reports, including from employers' and workers' organizations, and reports by ILO supervisory bodies. | 13 Member States (4 in Africa, 1 in the Americas, 4 in Arab States, 3 in Asia and the Pacific, 1 in Europe and Central Asia). | 32 Member States (12 in Africa, 7 in the Americas, 3 in Arab States, 7 in Asia and the Pacific, 3 in Europe and Central Asia). |

| Impact indicators | Means of verification | Baseline | Target |
|--|--|---|---|
| 3. Full and productive employment for just transitions | | | |
| Proportion of informal employment in total employment, by sex (SDG indicator 8.3.1). | ILOSTAT | Female: 55.2% (2019) 55.0% (2022) Male: 60.2% (2019) 60.6% (2022) Total: 58.2% (2019) 58.4% (2022) | Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of MSMEs, including through access to financial services (SDG target 8.3). |
| Employment-to-population ratio (aged 15 years and above). | ILOSTAT | Female: 45.0% (2019) 44.7% (2022) Male: 68.8% (2019) 68.2% (2022) Total: 56.9% (2019) 56.4% (2022) | Achieve higher share of working age population in employment and reduce gender gaps in employment rates in all regions. |
| Proportion of youth (aged 15–24 years) not in education, employment or training (SDG indicator 8.6.1). | ILOSTAT | Total: 22.9% (2019) 23.5% (2022) | Substantially reduce the proportion of youth not in employment, education or training (based on SDG target 8.6). |
| Number of Member States with a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy (based on SDG indicator 8.b.1). | Official national documents and reports. | 43 Member States with a developed and operationalized strategy for youth employment (2021). ¹ 39 Member States in 2019. | |
| Output 3.1. Increased capacity of Member States to develop and implement comprehensive employment policy frameworks | | | |
| 3.1.1. Number of Member States with comprehensive employment policy frameworks. | Official national reports and documentation compiled in the ILO Strategic Management System. | 32 Member States (12 in Africa, 4 in the Americas, 3 in Arab States, 8 in Asia and the Pacific, 5 in Europe and Central Asia). | 24 Member States (9 in Africa, 3 in the Americas, 2 in Arab States, 6 in Asia and the Pacific, 4 in Europe and Central Asia). |
| 3.1.2. Number of Member States whose investment decisions and policies for the creation of more and better jobs are based on ILO-supported employment impact assessments. | Official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 8 Member States (4 in Africa, 1 in the Americas, 1 in Asia and the Pacific, 2 in Europe and Central Asia). |

| Impact indicators | Means of verification | Baseline | Target |
|--|--|---|---|
| Output 3.2. Increased capacity of Member States to develop inclusive, sustainable and resilient skills and lifelong learning systems | | | |
| 3.2.1. Number of Member States with more inclusive policies, strategies, systems and governance mechanisms for skills and lifelong learning. | Official national reports and documentation compiled in the ILO Strategic Management System. | 10 Member States (1 in Africa, 4 in Arab States, 3 in Asia and the Pacific, 2 in Europe and Central Asia). | 14 Member States (4 in Africa, 4 in the Americas, 2 in Arab States, 4 in Asia and the Pacific). |
| 3.2.2. Number of Member States with improved institutional capacity on: (a) skills-needs anticipation and matching; (b) skills and lifelong learning governance. | Official national reports and documentation compiled in the ILO Strategic Management System. | 28 Member States (15 in Africa, 1 in the Americas, 3 in Arab States, 8 in Asia and the Pacific, 1 in Europe and Central Asia). | 31 Member States (19 in Africa, 5 in the Americas, 2 in Arab States, 4 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 3.2.3. Number of Member States with innovative, flexible and inclusive skills programmes, skills recognition, apprenticeships and work-based learning. | Official national reports and documentation compiled in the ILO Strategic Management System. | 40 Member States (19 in Africa, 4 in the Americas, 3 in Arab States, 13 in Asia and the Pacific, 1 in Europe and Central Asia). | 38 Member States (19 in Africa, 6 in the Americas, 3 in Arab States, 9 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 3.2.4. Number of people who benefited from skills and lifelong learning services with ILO support. | ILO Skills Tracker initiative. | Not applicable (new indicator). | 700,000 persons (400,000 in Africa, 60,000 in the Americas, 20,000 in Arab States, 60,000 in Asia and the Pacific, 160,000 in Europe and Central Asia). |
| Output 3.3. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in rural areas | | | |
| 3.3.1. Number of Member States with measures for decent work in rural areas. | Official national reports and documentation compiled in the ILO Strategic Management System. | 15 Member States (4 in Africa, 4 in the Americas, 2 in Arab States, 3 in Asia and the Pacific, 2 in Europe and Central Asia). | 16 Member States (4 in Africa, 5 in the Americas, 2 in Arab States, 3 in Asia and the Pacific, 2 in Europe and Central Asia). |
| Output 3.4. Increased capacity of Member States to develop effective and efficient labour market programmes and services to support transitions | | | |
| 3.4.1. Number of Member States with strengthened and effective employment services and labour market programmes addressing transitions to decent work, including for women, youth and older persons. | Official national reports and documentation compiled in the ILO Strategic Management System. | 22 Member States (7 in Africa, 6 in the Americas, 1 in Arab States, 1 in Asia and the Pacific, 7 in Europe and Central Asia). | 18 Member States (6 in Africa, 4 in the Americas, 1 in Arab States, 3 in Asia and the Pacific, 4 in Europe and Central Asia). |
| 3.4.2. Number of workdays generated with ILO support through inclusive employment-intensive investment programmes to create more and better jobs. | Project information compiled in the ILO Strategic Management System. | Not applicable (new indicator). | At least 1 million workdays. |

| Impact indicators | Means of verification | Baseline | Target |
|---|--|--|--|
| Output 3.5. Increased capacity of Member States to promote decent employment for youth | | | |
| 3.5.1. Number of Member States with integrated employment and skills programmes for youth, including with a focus on green, digital, care and other emerging sectors. | Official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 10 Member States (4 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 4. Sustainable enterprises for inclusive growth and decent work | | | |
| Annual growth rate of real GDP per employed person (SDG indicator 8.2.1). | ILOSTAT | 2.5% (2021) 0.8% (2022) | Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors (SDG target 8.2). |
| Output 4.1. Increased capacity of constituents to create enabling environments for entrepreneurship, sustainable enterprises, decent work and productivity growth | | | |
| 4.1.1. Number of Member States with a strategy and/or action plan to improve the enabling environment for sustainable enterprises' creation and growth. | Official national reports and documentation compiled in the ILO Strategic Management System. | 14 Member States (7 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia and the Pacific, 2 in Europe and Central Asia). | 14 Member States (7 in Africa, 2 in the Americas, 2 in Arab States, 3 in Asia and the Pacific). |
| Output 4.2. Increased capacity of constituents to develop more resilient, inclusive and sustainable enterprises in supply chains and responsible business conduct for decent work | | | |
| 4.2.1. Number of Member States with policies and measures to promote responsible business conduct for decent work, including in supply chains, based on the guidance provided by the ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy. | Official national reports and documentation compiled in the ILO Strategic Management System. | 13 Member States (4 in Africa, 6 in the Americas, 2 in Asia and the Pacific, 1 in Europe and Central Asia). | 23 Member States (9 in Africa, 7 in the Americas, 2 in Arab States, 4 in Asia and the Pacific, 1 in Europe and Central Asia). |
| Output 4.3. Increased support for enterprises – especially MSMEs – to achieve decent work and improve productivity | | | |
| 4.3.1. Number of Member States with effective interventions to support productivity, entrepreneurship and green business models. | Official national reports and documentation compiled in the ILO Strategic Management System. | 28 Member States (8 in Africa, 5 in the Americas, 3 in Arab States, 11 in Asia and the Pacific, 1 in Europe and Central Asia). | 38 Member States (21 in Africa, 9 in the Americas, 3 in Arab States, 4 in Asia and the Pacific, 1 in Europe and Central Asia). |

| Impact indicators | Means of verification | Baseline | Target |
|---|--|---|--|
| Output 4.4. Increased capacity of constituents to facilitate the transition of enterprises to the formal economy | | | |
| 4.4.1. Number of Member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality. | Official national reports and documentation compiled in the ILO Strategic Management System. | 17 Member States (7 in Africa, 2 in the Americas, 3 in Arab States, 3 in Asia and the Pacific, 2 in Europe and Central Asia). | 17 Member States (10 in Africa, 5 in the Americas, 2 in Arab States). |
| Output 4.5. Increased capacity of constituents to build a strong and resilient social and solidarity economy for decent work | | | |
| 4.5.1. Number of Member States that have incorporated social and solidarity economy elements into new or existing policies or legislation. | Official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 7 Member States (2 in Africa, 2 in the Americas, 1 in Arab States, 1 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 5. Gender equality and equality of treatment and opportunities for all | | | |
| Proportion of women in managerial positions (SDG indicator 5.5.2). | ILOSTAT | 27.9% (2019) 28.1% (2021) | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (SDG target 5.5). |
| Share of informal employment among women. | ILOSTAT | 55.2% (2019) 55.0% (2022) | Significantly increase women in formal employment. |
| Output 5.1. Increased capacity of Member States to design and implement a transformative agenda on gender equality, non-discrimination and inclusion | | | |
| 5.1.1. Number of Member States with new or improved policies and legislation that contain measures to promote equality of opportunity and treatment between women and men in the world of work. | Official national reports and documentation compiled in the ILO Strategic Management System. | To be determined by end of 2023. | 6 Member States (4 in the Americas, 1 in Arab States, 1 in Europe and Central Asia). |
| 5.1.2. Number of Member States that have taken measures to promote equality of opportunities and treatment for persons with disabilities or at least one of the following groups: indigenous and tribal peoples, people living with HIV or people facing discrimination on the grounds of race or sexual orientation and gender identity. | Official national reports and documentation compiled in the ILO Strategic Management System. | 18 Member States (6 in Africa, 5 in the Americas, 2 in Arab States, 1 in Asia and the Pacific, 4 in Europe and Central Asia). | 19 Member States (10 in Africa, 4 in the Americas, 2 in Arab States, 2 in Asia and the Pacific, 1 in Europe and Central Asia). |

| Impact indicators | Means of verification | Baseline | Target |
|---|---|---|--|
| Output 5.2. Increased capacity of constituents to promote investments and decent work in the care economy | | | |
| 5.2.1. Number of Member States with gender-responsive macro-economic policies or strategies to finance the expansion of care-related infrastructure, social protection, public care services, or care policy packages that support decent employment. | Official national reports and documentation compiled in the ILO Strategic Management System. | 9 Member States (2 in Africa, 2 in the Americas, 3 in Asia and the Pacific, 2 in Europe and Central Asia). | 9 Member States (1 in Africa, 2 in the Americas, 2 in Arab States, 3 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 5.2.2. Number of Member States with laws, policies and measures to improve labour rights and working conditions of care workers, including domestic workers. | Official national reports and documentation compiled in the ILO Strategic Management System. | 11 Member States (6 in Africa, 1 in the Americas, 2 in Arab States, 2 in Asia and the Pacific). | 11 Member States (1 in Africa, 3 in the Americas, 2 in Arab States, 3 in Asia and the Pacific, 2 in Europe and Central Asia). |
| 5.2.3. Number of care workers covered by measures aimed at improving labour rights and working conditions. | Official national reports, documentation and project information compiled in the ILO Strategic Management System. | Not applicable (new indicator). | To be determined by end of 2023. |
| 5.2.4. Number of Member States that have measures aimed at more balanced sharing of family responsibilities between women and men. | Official national reports and documentation compiled in the ILO Strategic Management System. | 7 Member States (2 in Africa, 2 in the Americas, 1 in Asia and the Pacific, 2 in Europe and Central Asia). | 10 Member States (2 in Africa, 2 in the Americas, 1 in Arab States, 5 in Europe and Central Asia). |
| Output 5.3. Increased capacity of constituents to prevent and address discrimination-based violence and harassment at work | | | |
| 5.3.1. Number of Member States that have taken measures towards the ratification and implementation of Convention No. 190 and Recommendation No. 206. | Official national reports and documentation compiled in the ILO Strategic Management System. | 18 Member States (6 in Africa, 5 in the Americas, 2 in Arab States, 1 in Asia and the Pacific, 4 in Europe and Central Asia). | 32 Member States (11 in Africa, 8 in the Americas, 1 in Arab States, 5 in Asia and the Pacific, 7 in Europe and Central Asia). |

6. Protection at work for all

| | | | |
|--|---------|---|---|
| Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status (SDG indicator 8.8.1). | ILOSTAT | Data available for about 71 countries (2015 onwards). | Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (SDG target 8.8). |
| Share of workers working excessive hours. | ILOSTAT | Data available for 144 countries (2015 onwards). | Reduce the share of workers working excessive hours. |

| Impact indicators | Means of verification | Baseline | Target |
|---|-----------------------|-------------------|--|
| Recruitment cost borne by employee as a proportion of monthly income earned in country of destination (SDG indicator 10.7.1). | To be determined. | To be determined. | Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies (SDG target 10.7). |

Output 6.1. Increased capacity of Member States for the realization of a safe and healthy working environment

| | | | |
|--|--|---|--|
| 6.1.1. Number of Member States with improved governance of occupational safety and health through new policies, programmes or strengthened institutions. | Official national reports and documentation compiled in the ILO Strategic Management System. | To be determined by end of 2023. | 29 Member States (15 in Africa, 3 in the Americas, 3 in Arab States, 6 in Asia and the Pacific, 2 in Europe and Central Asia). |
| 6.1.2. Number of Member States with national recording and notification systems that allow the regular reporting against SDG indicator 8.8.1. | Official national reports and documentation compiled in the ILO Strategic Management System | 12 Member States (2 in Africa, 2 in the Americas, 5 in Arab States, 1 in Asia and the Pacific, 2 in Europe and Central Asia). | 7 Member States (2 in Africa, 1 in the Americas, 2 in Arab States, 2 in Asia and the Pacific). |

Output 6.2. Increased capacity of Member States to set adequate wages and promote decent working time

| | | | |
|---|--|---|---|
| 6.2.1. Number of Member States in which constituents have adopted evidence-based wage policies or measures, including adequate statutory or negotiated minimum wages. | Official national reports and documentation compiled in the ILO Strategic Management System. | 14 Member States (3 in Africa, 3 in the Americas, 1 in Arab States, 6 in Asia and the Pacific, 1 in Europe and Central Asia). | 15 Member States (6 in Africa, 1 in the Americas, 1 in Arab States, 7 in Asia and the Pacific). |
| 6.2.2. 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. | Official national reports and documentation compiled in the ILO Strategic Management System. | 8 Member States (4 in the Americas, 3 in Asia and the Pacific, 1 in Europe and Central Asia). | 6 Member States (2 in the Americas, 1 in Arab States, 2 in Asia and the Pacific, 1 in Europe and Central Asia). |

Output 6.3. Increased capacity of Member States to extend labour protection to groups of workers facing a high risk of exclusion

| | | | |
|--|--|---|---|
| 6.3.1. Number of Member States with a validated diagnosis and/or regulations, policies or compliance mechanisms to extend labour protection to workers facing a high risk of exclusion due to their work arrangements. | Official national reports and documentation compiled in the ILO Strategic Management System. | 7 Member States (1 in Africa, 4 in the Americas, 2 in Europe and Central Asia). | 9 Member States (5 in the Americas, 1 in Arab States, 2 in Asia and the Pacific, 1 in Europe and Central Asia). |
|--|--|---|---|

| Impact indicators | Means of verification | Baseline | Target |
|--|--|---|--|
| 6.3.2. 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. | Official national reports and documentation compiled in the ILO Strategic Management System. | 14 Member States (6 in Africa, 2 in the Americas, 3 in Arab States, 2 in Asia and the Pacific, 1 in Europe and Central Asia). | 9 Member States (1 in Africa, 2 in the Americas, 1 in Arab States, 2 in Asia and the Pacific, 3 in Europe and Central Asia). |

Output 6.4. Increased capacity of Member States to develop fair and effective labour migration frameworks

| | | | |
|--|--|---|---|
| 6.4.1. Number of Member States with labour migration frameworks or institutional mechanisms to protect the labour rights of migrant workers and refugees and promote coherence with employment, skills, social protection and other relevant policies. | Official national reports and documentation compiled in the ILO Strategic Management System. | 19 Member States (6 in Africa, 5 in the Americas, 2 in Arab States, 6 in Asia and the Pacific). | 19 Member States (5 in Africa, 7 in the Americas, 2 in Arab States, 4 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 6.4.2. Number of Member States with new or improved services to protect the labour rights of migrant workers and refugees. | Official national reports and documentation compiled in the ILO Strategic Management System. | 22 Member States (5 in Africa, 6 in the Americas, 2 in Arab States, 8 in Asia and the Pacific, 1 in Europe and Central Asia). | 19 Member States (9 in Africa, 3 in the Americas, 2 in Arab States, 4 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 6.4.3. Number of bilateral or regional labour migration frameworks with monitoring and review mechanisms to protect the labour rights of migrant workers and refugees. | Official national reports and documentation compiled in the ILO Strategic Management System. | 9 frameworks (4 in Africa, 1 in the Americas, 1 in Arab States, 3 in Asia and the Pacific). | 14 frameworks (3 in Africa, 2 in the Americas, 1 in Arab States, 6 in Asia and the Pacific, 2 in Europe and Central Asia). |

7. Universal social protection

| | | | |
|--|--|---------------------------------|--|
| Proportion of population covered by social protection floors/ systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable (SDG indicator 1.3.1). | ILO, <i>World Social Protection Report</i> . | 46.9% (2020) | Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable (SDG target 1.3). |
| Number of people who benefit from social protection legal coverage or are legally entitled to more adequate benefits through ILO support. | ILO Social Protection Results Monitoring Tool and official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | At least 10 million persons (50% female). |

| Impact indicators | Means of verification | Baseline | Target |
|---|--|--|--|
| Output 7.1. Increased capacity of Member States to develop social protection strategies, policies and legal frameworks that are inclusive, gender-responsive and sustainable | | | |
| 7.1.1. Number of Member States with new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits. | ILO Social Protection Results Monitoring Tool and official national reports and documentation compiled in the ILO Strategic Management System. | 33 Member States (15 in Africa, 9 in the Americas, 1 in Arab States, 5 in Asia and the Pacific, 3 in Europe and Central Asia). | 37 Member States (19 in Africa, 7 in the Americas, 2 in Arab States, 5 in Asia and the Pacific, 4 in Europe and Central Asia). |
| Output 7.2. Increased capacity of Member States to strengthen social protection systems and ensure sustainable and adequate financing and sound governance | | | |
| 7.2.1. Number of Member States with new or revised policy measures to strengthen the governance and/or financing of social protection systems to enable them to be sustainable and provide adequate benefits. | ILO Social Protection Results Monitoring Tool and official national reports and documentation compiled in the ILO Strategic Management System. | 26 Member States (12 in Africa, 4 in the Americas, 3 in Arab States, 6 in Asia and the Pacific, 1 in Europe and Central Asia). | 34 Member States (16 in Africa, 9 in the Americas, 2 in Arab States, 6 in Asia and the Pacific, 1 in Europe and Central Asia). |
| Output 7.3. Increased capacity of Member States to harness social protection for inclusive life and work transitions and structural transformations | | | |
| 7.3.1. Number of Member States with new or revised integrated policy responses including social protection to support and protect workers and employers during their life and work transitions. | ILO Social Protection Results Monitoring Tool and official national reports and documentation compiled in the ILO Strategic Management System. | 12 Member States (6 in Africa, 1 in the Americas, 1 in Arab States, 2 in Asia and the Pacific, 2 in Europe and Central Asia). | 16 Member States (10 in Africa, 1 in the Americas, 3 in Arab States, 1 in Asia and the Pacific, 1 in Europe and Central Asia). |
| 8. Integrated policy and institutional responses for social justice through decent work | | | |
| Share of international financial flows for decent work. | DAC–OECD, Creditor Reporting System. | 0.9% of Official Development Assistance and Other Official Flows to developing countries disbursed by donor countries with decent work purposes (2019). 3.6% of Official Development Assistance and Other Official Flows to developing countries disbursed by multilateral agencies with decent work purposes (2019). | Mobilize additional financial resources for developing countries to achieve social justice through decent work. |

| Impact indicators | Means of verification | Baseline | Target |
|---|--|---|---|
| Output 8.1. Improved coherence in multilateral support for the development and financing of integrated policy responses for social justice through decent work | | | |
| 8.1.1. Number of Member States where tripartite constituents who participated in ILO capacity-building initiatives engaged in the development of the UN Cooperation Framework. ² | Training and evaluation reports; UN Cooperation Framework minutes and related documents. | 15 Member States. | 15 Member States. |
| 8.1.2. Number of Member States with pathfinder status under the Global Accelerator on Jobs and Social Protection for Just Transitions. | Reports on progress in implementation of the Global Accelerator. | To be determined by end of 2023. | 25 Member States. |
| 8.1.3. Number of partners joining the Global Coalition for Social Justice. | Reports on progress in implementation of the Global Coalition for Social Justice. | Not applicable (new indicator). | 25 partners. |
| Output 8.2. Improved coherence in support and action to facilitate transition from the informal to the formal economy | | | |
| 8.2.1. Number of Member States that implement an integrated strategy/approach on formalization. | Official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 11 Member States (4 in Africa, 1 in the Americas, 2 in Arab States, 4 in Asia and the Pacific). |
| Output 8.3. Improved coherence in support and action to facilitate just transitions towards environmentally sustainable economies and societies | | | |
| 8.3.1. Number of Member States with integrated policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work. | Official national reports and documentation compiled in the ILO Strategic Management System. | 18 Member States (8 in Africa, 6 in the Americas, 1 in Arab States, 2 in Asia and the Pacific, 1 in Europe and Central Asia). | 18 Member States (4 in Africa, 7 in the Americas, 3 in Arab States, 3 in Asia and the Pacific, 1 in Europe and Central Asia). |
| Output 8.4. Improved coherence in support and action to advance decent work outcomes in supply chains | | | |
| 8.4.1. Number of Member States with an integrated approach to decent work in supply chains in line with the ILO strategy. | Official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 9 Member States (2 in Africa, 2 in the Americas, 1 in Arab States, 3 in Asia and the Pacific, 1 in Europe and Central Asia). |
| Output 8.5. Improved coherence in support and action to promote decent work in crises and post-crisis situations | | | |
| 8.5.1. Number of Member States with Decent Work policies or programmes strengthening the capacity of national actors for crisis prevention, preparedness, response and recovery. | Official national reports and documentation compiled in the ILO Strategic Management System. | Not applicable (new indicator). | 13 Member States (4 in Africa, 3 in the Americas, 2 in Arab States, 3 in Asia and the Pacific, 1 in Europe and Central Asia). |

¹ 137 Member States with data as of February 2022. ² Indicator corresponding to the ILO Development Cooperation Strategy 2020–25.

► Table I.3. Enablers

| Indicators | Means of verification | Baseline | Target |
|---|--|--|---|
| A. Enhanced knowledge, innovation, cooperation and communication to advance social justice | | | |
| Output A.1. More and better statistics with reliable labour market information systems | | | |
| 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. | ILOSTAT, microdata files, survey questionnaires and websites of national partners. | 15 Member States. | 15 Member States. |
| A.1.2. Percentage increase in the annual data reported to the UN for SDG indicators that the ILO is custodian of. | ILOSTAT, annual ILO reporting of SDG data to the UN. | Data points for the years 2020 and 2021 reported to the UN SDG Indicators Global Database in 2023. | 5% increase over the baseline. |
| Output A.2. Evidence-based research to promote the human-centred approach | | | |
| A.2.1. Number of collaborative research outputs with UN entities, international financial institutions and leading academic institutions focusing on the human-centred approach to the future of work. | Publications, platforms, databases and web pages of the ILO and partner institutions. | To be determined by end of 2023. | 10% increase over the baseline. |
| A.2.2. References to ILO research and knowledge products in: <ul style="list-style-type: none"> (a) declarations and outcome documents of global forums, including UN General Assembly and summits of G20, G7 and BRICS; (b) UN entities and international financial institution reports; (c) peer-reviewed academic journals; (d) documents produced by constituent organizations; (e) the media. | Global forums, UN entities and international financial institution web pages and publications; ILO citation tracking system; ILO media tracking system and web page analytics, including document downloads. | To be determined by end of 2023. | 5% increase over the baseline in each category. |
| Output A.3. Innovative approaches to promote social justice through decent work identified, promoted and scaled up | | | |
| A.3.1. Number of active networks and communities of practice on knowledge management and innovation. | Reports on progress in implementation of the ILO Strategy on knowledge and innovation. | Not applicable (new indicator). | 5 |
| Output A.4. Expanded partnerships and development cooperation in support of the policy outcomes | | | |
| A.4.1. Share and composition of voluntary contributions. ¹ | ILO financial statements. | Voluntary contributions represent 46% of available resources (2020–21). | 50% |

| Indicators | Means of verification | Baseline | Target |
|--|---|---|--|
| | | Unearmarked (RBSA) and lightly earmarked voluntary contributions represent 13% of voluntary contributions (2020–21). | 15% |
| | | UN funding (Multi-partner Trust Fund and funding from UN entities) represents 12% of voluntary contributions (2020–21). | 15% |
| A.4.2. Number of partnerships with UN entities, international financial institutions and multilateral institutions or multi-stakeholder partnership coalitions, including South–South agreements, established or renewed. ¹ | Memoranda of understanding, letters of intent, road maps or other formal agreements. | 5 partnerships. | 6 new partnerships. |
| Output A.5. Enhanced communication for strengthened outreach and advocacy | | | |
| A.5.1. Increase in audience size across main ILO global public online channels. | Data collected from across social media and web channels using Google analytics and other means. | To be determined by end of 2023. | 10% increase on ILO audience size overall. |
| A.5.2. Number of communication partnerships to extend ILO audience reach. | Data on partnerships and audience reach from partners' channels. | To be determined by end of 2023. | 4 new communication partnerships. |
| B. Improved leadership and governance | | | |
| Output B.1. Enhanced leadership and strategic direction to ensure organizational impact | | | |
| B.1.1. Authoritative policy guidance by ILO governing organs to ensure organizational leadership in driving a human-centred approach for social justice and decent work based on the ILO Centenary Declaration. | Official records of ILO governing organs; UN General Assembly; boards of UN and other multilateral entities; memoranda of understanding and agreements with partners. | To be determined by end of 2023. | All policy-related outcome documents adopted by the International Labour Conference as per the agenda. Support by the UN, multilateral organizations and development partners for policy-related outcome documents adopted by the International Labour Conference – same as or above the baseline. |

| Indicators | Means of verification | Baseline | Target |
|--|---|--|---|
| B.1.2. Percentage of 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 UN Cooperation Framework. ¹ | DWCP documents, reports from Resident Coordinators' Offices, and records of DWCP steering committee meetings. | 100% | 100% |
| Output B.2. Effective and efficient support to decision-making by governing organs | | | |
| B.2.1. Percentage of official documents published within the set deadlines. | Reports web posted on the respective official meetings web pages. | 100% of official documents are published electronically on time. | 100% of official documents are published electronically on time. |
| B.2.2. Percentage reduction in the length of reports containing the summary of proceedings of Conference committees. | Reports posted on the International Labour Conference web page. | To be determined by end of 2023. | 20% reduction. |
| B.2.3. Percentage reduction in the length of papers produced for Governing Body sessions. | Papers posted on the Governing Body web page. | To be determined by end of 2023. | 5% reduction. |
| Output B.3. Strengthened oversight, evaluation and risk management to ensure transparency, accountability and learning | | | |
| B.3.1. The External Auditor's level of satisfaction with the consolidated financial statements and associated disclosures and processes. | External Auditor's audit opinion. | Unmodified opinion over the years. | External Auditor's unmodified opinion maintained. |
| B.3.2. Timely and effective implementation of audit recommendations. | Office's online database for the follow-up of audit recommendations. | The average time to provide action plans was 8.2 months in 2020–21 (COVID-19 impact), and 2.4 months in 2022. 73.6% of audit recommendations accepted by management were fully implemented in 2020–21, and 73.7% in 2022. | All units responsible for implementing oversight recommendations provide their action plans within 3 months of the audit report being issued. 95% of audit recommendations accepted by management are satisfactorily addressed within 6 months of the report's date. |
| B.3.3. Percentage of mandatory and corporate evaluations completed in a timely manner and in accordance with UNEG quality standards and ILO's specific learning needs. | i-eval Discovery data. | 93% of independent evaluations were completed in a timely manner (by end of 2021). | 95% (maintained or exceeded in response to changes in portfolio). |

| Indicators | Means of verification | Baseline | Target |
|--|---|---|--------|
| B.3.4. Percentage of actionable recommendations fully or partially implemented within 12 months of completion of the evaluation. | Automated Management Response system. | 70.5% of recommendations were fully or partially implemented by end 2021. | 95% |
| B.3.5. Percentage of mandated units and functions that have updated risk registers, containing pertinent risks, in accordance with corporate requirements. | ILO risk platform. | 100% (2022) | 100% |
| B.3.6. Percentage of identified ILO business processes and technical areas that have developed tools to apply the ILO's Environmental and Social Sustainability Framework. | Content of the web pages of relevant business owners and technical departments. | To be determined by end of 2023. | 50% |

C. Effective, efficient, results-oriented and transparent management

Output C.1. An improved digital environment and physical infrastructure to support effective and efficient operations and safe and sustainable workplaces

| | | | |
|---|--|--|--|
| C.1.1. The ILO's carbon footprint for air travel. | Yearly environmental inventory. | 19,057 tCO ₂ (2018–19). | Reduction of 10% against 2018–19 baseline. |
| C.1.2. Number of existing applications migrated to the new Integrated Workplace Management System. | Applications database; Progress report of project to develop the new system. | 50% of applications migrated. | 100% of applications migrated. |
| C.1.3. Number of publication types produced through the digital publishing production platforms. | Performance reporting from headquarters publication production service. | 30% of publications identified for migration to digital publishing converted. | 40% of publications identified for migration to digital publishing converted. |
| C.1.4. Percentage of flagship headquarters publications produced with minimum accessibility standards. ² | Performance reporting from headquarters publication production service. | 100% of flagship reports produced with at least minimum accessibility standards. | 100% of flagship reports produced with at least minimum accessibility standards. |

Output C.2. Improved policies, mechanisms and approaches to facilitate integrated resource management for results

| | | | |
|---|--|----------------------------------|---|
| C.2.1. Level of compliance of ILO data with OECD–DAC, IATI and UN Data Cube standards. ¹ | IATI portal and OECD–DAC and UN reports. | 52% (2022) | 90% of ILO financial data is covered in the ILO's IATI publication. |
| | ILO data quality assessment mechanism. | To be determined by end of 2023. | Reduction in the number of data quality issues by 70%. |
| C.2.2. Percentage of results achieved through integrated use of funding. | ILO Programme Implementation Report and Decent Work Results dashboard. | To be determined by end of 2023. | At least 80% across all regions. |

| Indicators | Means of verification | Baseline | Target |
|---|---|----------------------------------|----------------------------|
| Output C.3. Improved policies and processes to ensure a diverse, motivated and high-performing workforce | | | |
| C.3.1. Percentage of staff on regular budget positions who change position or duty station for one year or more. ³ | Staff data in the ILO's Integrated Resource Information System. | To be determined by end of 2023. | 5% increase over baseline. |
| C.3.2. Percentage of staff members who indicate that their manager promotes a safe working environment, a healthy work-life balance and personal well-being. ³ | The Performance Management module of ILO People. | To be determined by end of 2023. | 5% increase over baseline. |

¹ Indicator corresponding to the ILO Development Cooperation Strategy 2020–25. ² Indicator corresponding to the ILO Disability Inclusion Policy and Strategy 2020–23. ³ Indicator corresponding to the ILO Human Resources Strategy 2020–25.

► Appendix II




Summary of relationships between the SDG targets and the policy outcomes

1. The Decent Work Agenda and the 2030 Agenda for Sustainable Development are closely linked. Progress on employment, rights at work, social protection and social dialogue and tripartism is key for sustainable development, and elements related to decent work



can be found in all of the SDGs and most of their targets.



2. The following table includes the principal SDG targets to which the ILO will contribute directly – through the ILO policy outcomes – in 2024–25. It also includes the 14 SDG indicators that have been incorporated in the ILO results framework (Appendix I), as they are used to track progress in specific decent work-related components of the SDG targets that are relevant to the ILO agenda.

► Table II.1. Links between the SDGs and the ILO policy outcomes

| SDG | SDG targets | SDG indicators | ILO policy outcomes |
|---|---|---|------------------------|
|  | 1.1. By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day. | 1.1.1. Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural). | All outcomes |
| | 1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable. | 1.3.1. Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims, and the poor and the vulnerable. | Outcome 7 |
|  | 3.8. Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. | | Outcome 7 |
|  | 4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university. | | Outcome 3 Outcome 5 |
| | 4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. | | Outcome 3 Outcome 4 |
| | 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations. | | Outcome 3 Outcome 5 |

| SDG | SDG targets | SDG indicators | ILO policy outcomes |
|--|--|--|--|
|  | 5.1. End all forms of discrimination against all women and girls everywhere. | | All outcomes |
| | 5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. | | Outcome 1 Outcome 5 |
| | 5.4. Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate. | | Outcome 5 Outcome 6 Outcome 7 |
| | 5.5. Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. | 5.5.2. Proportion of women in managerial positions. | Outcome 2 Outcome 5 |
| |  | 8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors. | 8.2.1. Annual growth rate of real GDP per employed person. |
| 8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services. | | 8.3.1. Proportion of informal employment in non-agriculture employment, by sex. | Outcome 2 Outcome 3 Outcome 4 Outcome 8 |
| 8.4. Improve progressively, through 2030, global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead. | | | Outcome 3 Outcome 4 Outcome 8 |
| 8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. | | 8.5.1. Average hourly earnings of female and male employees by occupation, age and persons with disabilities. | All outcomes |
| | | 8.5.2. Unemployment rate, by sex, age and persons with disabilities. | |
| 8.6. By 2020, substantially reduce the proportion of young people not in employment, education or training. | | 8.6.1. Proportion of youth (aged 15–24 years) not in education, employment or training. | Outcome 3 |

| SDG | SDG targets | SDG indicators | ILO policy outcomes |
|---|---|--|-------------------------------------|
| | 8.7. Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. | 8.7.1. Proportion and number of children aged 5–17 years engaged in child labour, by sex and age. | Outcome 1 |
| | 8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. | 8.8.1. Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status. 8.8.2. Level of national compliance with labour rights (freedom of association and collective bargaining) based on ILO textual sources and national legislation, by sex and migrant status. | Outcome 1 Outcome 2 Outcome 6 |
| | 8.b. By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization. | 8.b.1. Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy. | Outcome 3 |
|  | 9.3. Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets. | | Outcome 4 |
|  | 10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. | | All outcomes |
| | 10.3. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard. | | Outcome 1 Outcome 5 Outcome 6 |
| | 10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality. | 10.4.1. Labour share of GDP, comprising wages and social protection transfers. | All outcomes |
| | 10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies. | 10.7.1. Recruitment cost borne by employee as a proportion of monthly income earned in country of destination. | Outcome 6 |

| SDG | SDG targets | SDG indicators | ILO policy outcomes |
|---|---|----------------|------------------------|
|  | 16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all. | | Outcome 1 |
| | 16.6. Develop effective, accountable and transparent institutions at all levels. | | Outcome 1 Outcome 2 |
| | 16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels. | | Outcome 2 |
|  | 17.14. Enhance policy coherence for sustainable development. | | Outcome 8 |
| | 17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts. | | All outcomes |

► Appendix III

ILO Strategic Risk Register 2024–25

| Risk event | Potential consequences | Comment | Proposed response from the Office |
|---|--|--|--|
| <p>1. The Governing Body or the International Labour Conference fail to reach agreement on a key issue.</p> | <p>Suspension of ILO activities and ineffective functioning of the ILO governing organs. Influential partners lose trust in the ILO's operating model, which affects levels of political and financial support.</p> | <p>The broad base of the ILO's governing structures gives a unique strength to the Organization, but it requires consensus to work effectively. This consensus is vulnerable to the pressures on the multilateral system created by increasingly complex, multi-polar, multi-conceptual centres of power. Protectionism, nationalism and concern about the uneven effects of globalization are also encouraging countries to seek bilateral, rather than multilateral, solutions.</p> | <p>The ILO will continue regular transparent communications and dialogue with constituents on developing issues. It will take pre-emptive action to identify, prevent and/or defuse potential institutional discord, deploying through its normative functions, case studies and empirical data to depoliticize the issues, to the extent possible.</p> |
| <p>2. Constituents and donors modify their commitment to social justice and decent work.</p> | <p>Progress achieved to advance social justice through decent work is undone or the level of extrabudgetary contributions is reduced, and the achievement rate of agreed outputs and outcomes falls. Member States or influential external partners withdraw their support from the ILO.</p> | <p>Delivering sustainable improvements to decent work at country level requires concerted effort and political and fiscal capital over years, and an enabling environment that supports fundamental principles and rights at work and freedom of association. However, routine threats to such continued commitment (for example, turnover of ministers and other officials) are exacerbated by new policy priorities created by geopolitical tensions, inflation, rising indebtedness, fears of recession, social tensions and inequalities, and increasing exposure to economic, social, environmental, health and technological shocks.</p> | <p>The programme and budget is designed to address these threats. Drawing on the adaptive systems put in place for COVID-19, the ILO will monitor developments and will respond as required, by: (i) using its statistical and policy-monitoring tools and networks to alert governments and social partners to changing circumstances; (ii) acting quickly to pivot the programme as required to meet new requirements and demonstrate value for money with results and impacts; (iii) issuing research and undertaking advocacy to demonstrate the relevance and the social and economic return on investment from supporting decent work; and (iv) building new strategic partnerships, and reinforcing existing ones, especially through international and national policy forums.</p> |

| Risk event | Potential consequences | Comment | Proposed response from the Office |
|---|---|--|--|
| 3. Demand for ILO support increases beyond the resources available. | Stakeholder dissatisfaction with ILO support damages its credibility, its influence, its ability to build strategic alliances and its access to funds. | As many specialized agencies, the ILO faces calls to increase the scope of its work in response to changing priorities, but without deprioritizing its work in other areas. This is particularly a challenge in the field, where regular budget funding models and development cooperation budgeting practices leave external offices with limited capacity to meet new challenges. | The ILO will spearhead the Global Accelerator on Jobs and Social Protection for Just Transitions and forge a Global Coalition for Social Justice to promote policy coherence and partnerships, ensuring that social justice and decent work are prioritized in national and global policymaking. The ILO will continue to transfer resources from headquarters to the field and will reinforce its delivery model to give external offices greater flexibility and agility for an integrated use of resources with enhanced accountability. |
| 4. ILO-management information and data on its operations and on the achievement of impactful, lasting and sustainable results are insufficient or not convincing. | Decisions are based on mistaken assumptions, leading to inefficient use of funds and failure to deliver outputs and outcomes agreed in the programme and budget or in extrabudgetary projects, which reduces stakeholder confidence and flows of regular budget and extrabudgetary funds. | The ILO Centenary Declaration, the Strategic Plan 2022–25 and the Development Cooperation Strategy 2020–25 provide strategic directions in this regard. The ILO introduced an innovative results framework in 2019 with indicators at impact, outcome and output level. This has been further developed in response to COVID-19 and lessons learned from evaluations, especially as regards results-based management processes with integrated resource allocation at country level. | The ILO will continue to strengthen its results-based management approach, transparency and accountability, leading to improved programming, monitoring and integrated use of all resources. The ILO has put in place four priority action programmes as entry points to ensure policy coherence, coordination, synergy and team working in key cross-cutting priorities. |
| 5. Projects or programmes suffer from a significant act of fraud or corruption. | Loss of confidence in ILO management affects engagement of strategic partnerships and flows of regular budget and extrabudgetary funds. | The ILO's anti-fraud controls are mature, and further anti-fraud tools are currently being tested. Nevertheless, continued vigilance is required as ILO operations take place in geographical and functional areas (procurement, recruitment, use of implementing partners) that are susceptible to fraud and corruption. | By the end of the biennium, the ILO will have updated its anti-fraud controls, and will have rolled out a new generation of counter-fraud tools. |

| Risk event | Potential consequences | Comment | Proposed response from the Office |
|---|---|---|---|
| 6. Cyberattack on ILO systems disrupts operations or alters/discloses classified information. | Delay in the delivery of agreed outcomes, financial loss, harm to individuals and reputational damage to the ILO. | The recent review of the ILO's cybersecurity framework (GB.346/PFA/3) found it to be strong compared to other UN organizations. Nevertheless, cyberattacks are increasing in frequency and operational effects. It is reasonable to assume that sooner or later a cyberattack will penetrate the ILO's defences. | The ILO keeps emerging threats under constant review, mitigates potential vulnerabilities and takes appropriate corrective action. During the biennium, the ILO will update its Ransomware and related response protocols to incorporate current best practice, and will strengthen accountability for compliance with IT standards for cybersecurity. |
| 7. A force majeure incident (such as a natural or human-induced disaster) injures personnel, or damages ILO premises or assets. | Disruption to operations, financial loss, loss of morale and staff engagement. | While the ILO has measures in place to respond to a renewed outbreak of COVID-19, its operations remain exposed to armed and socio-political conflicts and extreme weather events, which are increasing in number and severity, as well as potentially a new pandemic. As the ILO expands its presence in fragile States, this vulnerability is likely to increase. | The ILO's crisis management structures and business continuity protocols provide the mechanisms to prepare for and respond to a major incident. These will be further strengthened and updated drawing on lessons learned from the response to COVID-19 and other events. The ILO priority action programme on crises will play an important role in this regard. |

▶ Information annexes

1. Operational budget
2. Details of cost increases
3. Summary of Regular Budget Technical Cooperation resources
4. Regular budget for policy outcomes by output

► 1. Operational budget

1. This Information Annex provides additional information on the operational budget of the ILO composed of the following four parts: Part I “Ordinary budget” on major functions and resources of ILO

programmes and on other budgetary provisions; Part II “Unforeseen expenditure”; Part III “Working Capital Fund”; and Part IV “Institutional investments and extraordinary items”.

Part I: Ordinary budget

Governance organs

2. International Labour Conference and Governing Body resources show the direct costs (such as interpretation, preparation and printing of reports, rental of facilities, Governing Body members’ travel and some staff costs) of holding two sessions of the Conference and six sessions of the Governing Body. Certain costs identifiable from the Official Meetings, Documents and Relations Department and the Internal Services and Administration Department

related to the support of these governance organs have also been shown under this item to provide a more complete cost estimate for these meetings.

3. The Office of the Legal Adviser is responsible for providing legal advice and other legal services to the Organization, including legal opinions concerning the Constitution, membership, rules and activities of the ILO. It also provides legal expertise on personnel matters, commercial or technical issues and contracts.

► Operational budget for 2024–25

| | Professional | General service | Staff costs | Non-staff costs | Total resources |
|--|---------------------|-----------------|-------------------|-------------------|-------------------|
| | (work-years/months) | | US\$ | US\$ | US\$ |
| Part I | | | | | |
| Governance organs | | | | | |
| International Labour Conference | 30 / 8 | 42 / 9 | 26 343 413 | 5 385 411 | 31 728 824 |
| Governing Body | 31 / 8 | 37 / 11 | 17 590 749 | 2 874 315 | 20 465 064 |
| Office of the Legal Adviser | 15 / 1 | 0 / 0 | 3 930 850 | 159 473 | 4 090 323 |
| | 77 / 5 | 80 / 9 | 47 865 012 | 8 419 199 | 56 284 211 |
| Priority action programmes, Research and Statistics | | | | | |
| Deputy Director-General’s Office | 4 / 0 | 4 / 0 | 2 257 444 | 236 377 | 2 493 821 |
| Priority action programmes | 24 / 0 | 0 / 0 | 6 328 608 | 507 690 | 6 836 298 |
| Research and Publications | 72 / 10 | 18 / 0 | 21 087 468 | 1 232 851 | 22 320 319 |
| Statistics | 53 / 10 | 10 / 2 | 14 628 809 | 1 373 022 | 16 001 831 |
| International Training Centre of the ILO | 0 / 0 | 0 / 0 | – | 9 554 448 | 9 554 448 |
| Technical Meetings Reserve | 0 / 0 | 0 / 0 | 582 254 | 983 405 | 1 565 659 |
| | 154 / 8 | 32 / 2 | 44 884 583 | 13 887 793 | 58 772 376 |

| | Professional | General service | Staff costs | Non-staff costs | Total resources |
|---|---------------------|-----------------|--------------------|-------------------|--------------------|
| | (work-years/months) | | US\$ | US\$ | US\$ |
| Governance, Rights and Dialogue | | | | | |
| Assistant Director-General's Office | 4 / 0 | 2 / 0 | 1 733 831 | 158 564 | 1 892 395 |
| International Labour Standards | 86 / 3 | 25 / 7 | 26 415 045 | 3 360 040 | 29 775 085 |
| Governance and Tripartism | 94 / 0 | 16 / 0 | 26 064 703 | 4 117 604 | 30 182 307 |
| Conditions of Work and Equality | 71 / 5 | 19 / 7 | 21 657 648 | 3 502 547 | 25 160 195 |
| Sectoral Policies | 38 / 0 | 11 / 0 | 11 809 032 | 3 159 121 | 14 968 153 |
| | 293 / 8 | 74 / 2 | 87 680 259 | 14 297 876 | 101 978 135 |
| Jobs and Social Protection | | | | | |
| Assistant Director-General's Office | 4 / 0 | 2 / 0 | 1 733 831 | 158 564 | 1 892 395 |
| Employment Policy, Job Creation and Livelihoods | 60 / 6 | 19 / 0 | 19 367 511 | 3 520 410 | 22 887 921 |
| Universal Social Protection | 46 / 0 | 7 / 0 | 12 366 989 | 1 367 117 | 13 734 106 |
| Sustainable Enterprises, Productivity and Just Transition | 44 / 0 | 15 / 0 | 13 751 220 | 3 489 969 | 17 241 189 |
| | 154 / 6 | 43 / 0 | 47 219 551 | 8 536 060 | 55 755 611 |
| Field Operations | | | | | |
| Programmes in Africa | 243 / 0 | 248 / 11 | 57 551 329 | 27 442 349 | 84 993 678 |
| Programmes in the Americas | 188 / 8 | 149 / 11 | 48 713 086 | 18 882 037 | 67 595 123 |
| Programmes in Arab States | 51 / 0 | 34 / 0 | 15 348 581 | 5 395 367 | 20 743 948 |
| Programmes in Asia and the Pacific | 245 / 11 | 240 / 6 | 55 848 496 | 19 208 122 | 75 056 618 |
| Programmes in Europe and Central Asia | 104 / 11 | 60 / 11 | 23 276 540 | 5 009 920 | 28 286 460 |
| UNSDG UN Resident Coordinator System | 0 / 0 | 0 / 0 | - | 8 712 339 | 8 712 339 |
| South-South and triangular cooperation | 0 / 0 | 0 / 0 | - | 1 908 855 | 1 908 855 |
| | 833 / 6 | 734 / 3 | 200 738 032 | 86 558 989 | 287 297 021 |
| Employers' and workers' organizations | | | | | |
| Employers' Activities | 25 / 7 | 5 / 6 | 7 743 498 | 3 492 775 | 11 236 273 |
| Workers' Activities | 44 / 0 | 14 / 0 | 14 043 902 | 8 940 465 | 22 984 367 |
| | 69 / 7 | 19 / 6 | 21 787 400 | 12 433 240 | 34 220 640 |

| | Professional | General service | Staff costs | Non-staff costs | Total resources |
|---|---------------------|------------------|--------------------|--------------------|--------------------|
| | (work-years/months) | | US\$ | US\$ | US\$ |
| External and Corporate Relations | | | | | |
| Assistant Director-General's Office | 4 / 0 | 2 / 0 | 1 733 831 | 158 563 | 1 892 394 |
| Communication and Public Information | 39 / 0 | 12 / 0 | 11 383 169 | 1 768 765 | 13 151 934 |
| Multilateral Partnerships and Development Cooperation | 33 / 5 | 9 / 10 | 10 141 644 | 2 026 060 | 12 167 704 |
| Official Meetings, Documents and Relations | 23 / 4 | 27 / 4 | 15 139 172 | 2 395 185 | 17 534 357 |
| | 99 / 9 | 51 / 2 | 38 397 816 | 6 348 573 | 44 746 389 |
| Corporate Services | | | | | |
| Assistant Director-General's Office | 4 / 0 | 2 / 0 | 1 733 831 | 157 005 | 1 890 836 |
| Financial Management | 43 / 6 | 35 / 11 | 17 046 975 | 369 022 | 17 415 997 |
| Human Resources Development | 47 / 5 | 56 / 7 | 21 657 096 | 4 856 220 | 26 513 316 |
| Internal Services and Administration | 45 / 7 | 93 / 9 | 26 161 779 | 30 066 628 | 56 228 407 |
| Strategic Programming and Management | 15 / 0 | 4 / 0 | 4 753 320 | 123 568 | 4 876 888 |
| Procurement | 12 / 10 | 0 / 0 | 3 108 640 | 83 571 | 3 192 211 |
| Information and Technology Management | 120 / 2 | 58 / 11 | 37 956 417 | 19 475 109 | 57 431 526 |
| | 288 / 6 | 251 / 2 | 112 418 058 | 55 131 123 | 167 549 181 |
| Office of the Director-General | 10 / 0 | 14 / 5 | 6 352 787 | 1 420 483 | 7 773 270 |
| Oversight and evaluation | | | | | |
| Ethics function | 2 / 0 | 0 / 3 | 590 379 | 142 445 | 732 824 |
| Evaluation | 8 / 0 | 2 / 0 | 2 499 696 | 823 209 | 3 322 905 |
| Independent Oversight Advisory Committee | 1 / 0 | 0 / 2 | 368 709 | 302 051 | 670 760 |
| Internal Audit and Oversight | 11 / 10 | 3 / 9 | 3 936 955 | 341 239 | 4 278 194 |
| External audit costs | 0 / 0 | 0 / 0 | - | 1 098 707 | 1 098 707 |
| | 22 / 10 | 6 / 2 | 7 395 739 | 2 707 651 | 10 103 390 |
| Other budgetary provisions | 9 / 0 | 9 / 10 | 4 249 831 | 44 146 150 | 48 395 981 |
| Adjustment for staff turnover | 0 / 0 | 0 / 0 | -7 111 327 | - | -7 111 327 |
| Total Part I | 2 013 / 5 | 1 316 / 7 | 611 877 741 | 253 887 137 | 865 764 878 |

| | Professional | General service | Staff costs | Non-staff costs | Total resources |
|---|---------------------|------------------|--------------------|--------------------|--------------------|
| | (work-years/months) | | US\$ | US\$ | US\$ |
| Part II. Unforeseen expenditure | 0 / 0 | 0 / 0 | - | 875 000 | 875 000 |
| Part III. Working Capital Fund | 0 / 0 | 0 / 0 | - | - | - |
| Part IV. Institutional investments and extraordinary items | 0 / 0 | 0 / 0 | - | 13 160 122 | 13 160 122 |
| Total (Parts I-IV) | 2 013 / 5 | 1 316 / 7 | 611 877 741 | 267 922 259 | 879 800 000 |

Priority action programmes, Research and Statistics

4. Priority action programmes: Responsible for Office-wide coordination and leveraging partnerships and cooperation in four priority areas: transitions from the informal to the formal economy; just transitions towards environmentally sustainable economies and societies; decent work in supply chains; and decent work for crisis response.

5. Research and Publications: Development of an ILO research programme to address current and future challenges in the world of work for which the Organization must have credible, authoritative evidence-based positions.

6. Statistics: Central management and coordination of the compilation, quality control and dissemination of ILO statistical information on decent work, including with respect to the relevant SDG targets.

7. The International Training Centre of the ILO (Turin Centre) develops and delivers training programmes responding to ILO and constituent priorities. Programmes are delivered at the Centre, in the regions and through distance learning. A close alignment is maintained between ILO programmes and training programmes delivered through the Centre. The allocation represents a direct contribution towards the operational costs of the Centre.

8. The Technical Meetings Reserve includes resources to finance the Fifth meeting of the Special Tripartite Committee established under the Maritime Labour Convention, 2006, as amended, and two meetings of the SRM Tripartite Working Group.

Governance, Rights and Dialogue

9. International Labour Standards: Standard-setting and supervisory functions and review of standards policy.

10. Governance and Tripartism: Analysis and policy advice on labour law and the realization of fundamental labour rights, technical support and capacity-building to labour ministries and labour inspectorates, including on occupational safety and health and workplace compliance.

11. Conditions of Work and Equality: Analysis and policy advice on wages, working time, collective bargaining, job security, working conditions, gender equality and non-discrimination, international labour migration and mobility, HIV/AIDS, disability and indigenous peoples.

12. Sectoral Policies: Analysis of emerging employment and labour trends in a range of economic sectors and dialogues at the national and global levels on sectoral guidelines, policies and strategies.

Jobs and Social Protection

13. Employment Policy, Job Creation and Livelihoods: Analysis and policy advice on integrated employment, development and skills policies that maximize the employment impact of economic growth and investment to promote inclusive and sustainable development.

14. Universal Social Protection: Analysis and policy advice on building and expanding social protection floors and social protection policies.

15. Sustainable Enterprises, Productivity and Just Transition: Analysis and policy advice to promote

sustainable enterprises, including cooperatives and multinational enterprises.

Field Operations

16. The resources for the five **regional programmes** will enhance the efficiency, effectiveness and impact of ILO activities in the regions, strengthen the capacity of the ILO's tripartite constituents and support its Member States in implementing the 2030 Agenda, develop and support external partnerships and manage relations with the United Nations and the multilateral system.

17. UNSDG UN Resident Coordinator System: ILO contribution to the system-wide cost-sharing arrangement in support of the UN Resident Coordinator System. The Resident Coordinator system ensures the coordination of all organizations of the UN dealing with operational activities for development, regardless of their formal presence in the country, with a view to improving the effectiveness and efficiency of operational activities at the country level.

18. South–South and triangular cooperation: Resources to share knowledge, peer-to-peer experience, know-how and good practices to promote social justice through decent work between constituents in the global South, sometimes with the engagement of developed countries.

Employers' and workers' organizations

19. The **Bureau for Employers' Activities** and the **Bureau for Workers' Activities** are responsible for the coordination of all the Office's relationships with employers' and workers' organizations, respectively, both at headquarters and in the field. They are also responsible for promoting the participation of employers' and workers' organizations in ILO activities. They also ensure that ILO strategies and programmes address the concerns and priorities of those organizations and their members and tripartism and social dialogue are mainstreamed into the technical work of the Organization.

External and Corporate Relations

20. Communication and Public Information: Relations with the media, development of public information initiatives and the management of the ILO's public and internal websites.

21. Multilateral Partnerships and Development

Cooperation: Promotion and coordination of the ILO's cooperation with the United Nations, international financial institutions and other multilateral organizations, and overall management of the ILO's development cooperation programme, as well as partnerships with a broad range of organizations and institutions, including public–private partnerships and South–South and triangular cooperation programmes.

22. Official Meetings, Documents and Relations:

Support to the governing organs and other official meetings of the Organization, official relations with the constituents, official documentation (translation, revision, editing and formatting services) and meeting services (including interpretation services, planning, programming and technology support services).

Corporate Services

23. Financial Management: Financial governance and ensuring that financial duties and obligations are carried out effectively and efficiently and are consistent with the Financial Regulations and Rules.

24. Human Resources Development: Human resource policy and operations, staff development and the administration of health insurance, as well as leading relations with staff representatives.

25. Internal Services and Administration: General management of facilities, property and inventory; safety and security; printing, publishing and distribution; diplomatic privileges; travel and transport; the use of public spaces; and general internal services.

26. Strategic Programming and Management:

Responsible for providing the Governing Body and the International Labour Conference with the analysis and proposals necessary to define the ILO's programme of work and to report on its implementation.

27. Procurement: The administration of procurement procedures, the procurement of equipment and services, and subcontracting.

28. Information and Technology Management:

All IT and information management and the development and implementation of an information management strategy.

Oversight and evaluation

29. The **Ethics function** ensures support and compliance with ethical standards of conduct and that integrity is observed by all staff in the Organization.

The allocations reflect the deployment of additional resources to fund a full-time Ethics Officer position.

30. Evaluation: Responsible for providing independent, high-quality evaluation services to the ILO. It reports directly to the Director-General.

31. Independent Oversight Advisory Committee: Provision of advice to the Governing Body and the Director-General on the effectiveness of internal control, financial management and reporting, risk management and internal and external audit outputs.

32. Internal Audit and Oversight: Responsible for the internal audit function in accordance with Chapter XIV of the Financial Rules of the Office. It reports directly to the Director-General.

33. External audit: Provision for the cost of the audit of all the funds for which the Director-General has custody (regular budget, United Nations Development Programme projects, trust funds, extrabudgetary accounts and all other accounts). Also included are costs related to independent evaluations of land and buildings and after-service health insurance liabilities required to ensure compliance with International Public Sector Accounting Standards (IPSAS).

Other budgetary provisions

34. This item includes the budgetary provisions for contributions to various ILO funds and UN common system and inter-agency bodies, as well as provisions that do not appropriately fall elsewhere in the programme and budget.

35. Loan annuities for the ILO building: Provision is made for the payment of two annuities of CHF3,702,300 in 2024 and 2025 (equivalent to some US\$8,137,000 for the biennium) for the loan from the Swiss Property Foundation for the International Organizations (FIPOI) in connection with the original construction of the ILO headquarters building. The loan will be fully repaid by the year 2025.

36. ILO Staff Pension Fund: The provision remains at the same level in real terms (some US\$339,000) to cover the cost of the remaining beneficiaries of this Fund.

37. Special Payments Fund: The purpose of this Fund is to make periodic ex gratia payments to former officials or their spouses in accordance with criteria approved by the Governing Body. The regular budget contribution to the Fund of CHF232,000 (some US\$255,000) is maintained at the same level in real terms as in the previous biennium.

38. Staff Health Insurance Fund: Contribution for the insurance of retired officials: This provision, which

amounts to some US\$31.9 million, covers the ILO's contribution to the Staff Health Insurance Fund (SHIF) in respect of the insurance of retired officials, invalidity pensioners, surviving spouses and orphans. The amount for 2024–25 for the retired officials in real terms is at the same level as in the previous biennium.

39. Contribution to the Building and Accommodation Fund: The regular budget provision under this heading is CHF407,000 per biennium (some US\$459,000). Under Part IV of this programme and budget, Institutional Investments, a provision of some US\$8.2 million has been made towards the financing of the Fund for future periodic refurbishment and renovation of ILO buildings.

40. Contribution to various UN common system bodies and inter-agency committees: The total provision of some US\$1.5 million is the same level in real terms as the previous biennium. It covers ILO contributions to various UN common system entities including the Joint Inspection Unit, the United Nations System Chief Executives Board for Coordination, the Common Procurement Activities Group, the International Civil Service Commission (ICSC), the United Nations System Staff College and salary survey activities.

41. Medical Service: The ILO operates an Occupational Safety and Health Unit as an integral part of the Office to provide a range of medical services and advice. The same amount in real terms (some US\$2.3 million) has been provided for as in the previous biennium.

42. Administrative Tribunal: The resources under this heading finance the costs of the Registrar of the Administrative Tribunal, part-time secretarial support and a share of other operating costs. Other operating costs consist of the costs of the Assistant Registrar, clerical assistance, mission credits, translation work, the maintenance of the computer database of the Tribunal's case law, and the judges' fees and travel expenses, which are apportioned on the basis of the proportion of ILO staff to the total number of staff of organizations that have accepted the jurisdiction of the Tribunal, and the number of cases involving the ILO to the total number of cases brought before the Tribunal during the biennium. The amount provided (some US\$1.4 million) remains the same in real terms as in the previous biennium.

43. Staff representation: In accordance with article 10.1 of the Staff Regulations, members of the Staff Union Committee are allowed time off for the purpose of representing the staff of the Office on questions of conditions of work and terms of employment. As in previous biennia, a provision of 4/00 Professional and 1/00 General Service work-years is included to partially finance replacements in those units in which

members of the Staff Union Committee normally work. A further 2/00 General Service work-years provides for a secretary for the Staff Union. The total provision for staff representation amounts to some US\$1.5 million.

44. *Childcare facilities:* The total provision amounts to some CHF573,000 (some US\$630,000) and remains the same in real terms as in the previous biennium.

45. *Unpaid liabilities:* The amount of US\$2,000 provides for the payment in 2024–25 of such transactions in respect of previous years as would not be appropriate to pay from any other item of the budget. This provision is required by article 17 of the Financial Regulations.

Part II: Unforeseen expenditure

46. Provision is made under this item for unforeseen and extraordinary expenses, that is, those which may arise when, as a result of Governing Body decisions taken after the adoption of the budget, or for any other reason, an approved budget credit is no longer sufficient for the purpose envisaged; or when the Governing Body approves an item of work or an activity for which no provision has been made in the budget.

47. In accordance with article 15 of the Financial Regulations, no part of the resources provided under this item may be used for any other purpose without the specific prior authorization of the Governing Body.

48. The total supplementary expenditure authorizations approved by the Governing Body in respect of recent financial periods have been as follows:

| Financial period | US dollars |
|------------------|------------|
| 2010–11 | 808 930 |
| 2012–13 | 1 796 400 |
| 2014–15 | 1 895 200 |
| 2016–17 | 3 381 250 |
| 2018–19 | 5 216 301 |
| 2020–21 | 0 |

49. Normally, these authorizations have included a provision that in the first instance they be financed to the extent possible out of budgetary savings; failing this, out of the credit under this item; and after exhaustion of this credit, by a withdrawal from the Working Capital Fund.

Part III: Working Capital Fund

50. The Working Capital Fund is established for the following purposes, as defined in article 19(1) of the Financial Regulations:

- (a) to finance budgetary expenditure pending receipt of contributions or other income; and
- (b) in exceptional circumstances and subject to prior authorization of the Governing Body, to provide advances to meet contingencies and emergencies.

51. *Level of the Working Capital Fund:* The level of the Working Capital Fund was set at CHF35 million on 1 January 1993 by the International Labour Conference at its 80th Session (June 1993).

52. *Refund of withdrawals:* Under the provisions of article 21.2 of the Financial Regulations, any withdrawals from the Working Capital Fund to finance budgetary expenditure pending the receipt of contributions shall be reimbursed from arrears of contributions received. However, where the withdrawal was used to finance expenditure incurred in respect of contingencies or emergencies under prior authorization of the Governing Body, it shall be reimbursed from an additional assessment on Member States. It is expected that no provision will be necessary under this part of the budget in 2024–25.

Part IV: Institutional investments and extraordinary items

53. Provision is made under this item to cover institutional investments for which resources are not provided under Part I of the budget.

54. In accordance with the long-term strategy for the financing of future periodic refurbishment and renovation of ILO buildings approved by the Governing Body at its 310th Session (March 2011), a provision of some US\$8.2 million has been made towards the financing of the Building and Accommodation Fund for future periodic refurbishment and renovation of ILO buildings. This provision represents 1 per cent of the insurance value of the ILO buildings.

55. In addition, the budget includes resources to fund the following critical projects at a total cost of US\$5 million:

- (a) replacement of headquarters Access Network Switches which will reach the end of their lifetime in the next biennium. As this infrastructure is critical to delivering an efficient, stable and secure working environment for the Office, it must be replaced with the next generation of devices;
- (b) replacement of the strategic management module of the ILO's IRIS. The module was designed and developed over 15 years ago and is the most widely used IRIS application. Its technology is becoming rapidly outdated and its compatibility with the rest of the IRIS enterprise resource planning is increasingly challenging to maintain;
- (c) completion of the Integrated Workplace Management System, which will consolidate multiple legacy systems to provide detailed information and facilitate the administration of ILO-owned assets worldwide and lease arrangements for premises;
- (d) installation of branded signage in the new security pavilion, exterior areas, parking and lower floors at headquarters;
- (e) replacement of smoke detection heads in the main building at headquarters, in line with Swiss law.

► 2. Details of cost increases

| | 2024–25 estimates in constant 2022–23 US dollars | Cost increases (decreases) | | Adjustment exchange rate 0.90 to 0.91 (CHF to US\$) | | 2024–25 | % of total budget |
|--|--|----------------------------|------------|---|----------|-------------------|----------------------|
| | US\$ | US\$ | % | US\$ | % | US\$ | % |
| Part I. Ordinary budget | | | | | | | |
| Governance organs | | | | | | | |
| International Labour Conference | 29 410 208 | 2 629 401 | 8.9 | -310 785 | 0 | 31 728 824 | 3.6 |
| Governing Body | 20 055 960 | 597 195 | 3.0 | -188 091 | 0 | 20 465 064 | 2.3 |
| Office of the Legal Adviser | 3 970 376 | 147 656 | 3.7 | -27 709 | 0 | 4 090 323 | 0.5 |
| | 53 436 544 | 3 374 252 | 6.3 | -526 585 | 0 | 56 284 211 | 6.4 |
| Priority action programmes, Research and Statistics | | | | | | | |
| Deputy Director-General's Office | 2 407 586 | 103 875 | 4.3 | -17 640 | 0 | 2 493 821 | 0.3 |
| Priority action programmes | 6 634 032 | 244 362 | 3.7 | -42 096 | 0 | 6 836 298 | 0.8 |
| Research and Publications | 21 616 663 | 868 608 | 4.0 | -164 952 | 0 | 22 320 319 | 2.5 |
| Statistics | 15 478 863 | 639 436 | 4.1 | -116 468 | 0 | 16 001 831 | 1.8 |
| International Training Centre of the ILO | 9 539 873 | 67 362 | 0.7 | -52 787 | 0 | 9 554 448 | 1.1 |
| Technical Meetings Reserve | 1 584 765 | -2 315 | -0.1 | -16 791 | 0 | 1 565 659 | 0.2 |
| | 57 261 782 | 1 921 328 | 3.4 | -410 734 | 0 | 58 772 376 | 6.7 |
| Governance, Rights and Dialogue | | | | | | | |
| Assistant Director-General's Office | 1 817 421 | 88 006 | 4.8 | -13 032 | 0 | 1 892 395 | 0.2 |
| International Labour Standards | 28 800 815 | 1 189 395 | 4.1 | -215 125 | 0 | 29 775 085 | 3.4 |
| Governance and Tripartism | 29 330 602 | 1 059 049 | 3.6 | -207 344 | 0 | 30 182 307 | 3.4 |

| | 2024-25 estimates in constant 2022-23 US dollars | Cost increases (decreases) | | Adjustment exchange rate 0.90 to 0.91 (CHF to US\$) | | 2024-25 | % of total budget |
|---|--|----------------------------|------------|---|-------------|--------------------|----------------------|
| | US\$ | US\$ | % | US\$ | % | US\$ | % |
| Conditions of Work and Equality | 24 490 175 | 847 296 | 3.5 | -177 276 | 0 | 25 160 195 | 2.9 |
| Sectoral Policies | 14 605 947 | 469 421 | 3.2 | -107 215 | 0 | 14 968 153 | 1.7 |
| | 99 044 960 | 3 653 167 | 3.7 | -719 992 | 0 | 101 978 135 | 11.6 |
| Jobs and Social Protection | | | | | | | |
| Assistant Director-General's Office | 1 817 421 | 88 006 | 4.8 | -13 032 | 0 | 1 892 395 | 0.2 |
| Employment Policy, Job Creation and Livelihoods | 22 368 717 | 681 906 | 3.0 | -162 702 | 0 | 22 887 921 | 2.6 |
| Universal Social Protection | 13 267 375 | 556 665 | 4.2 | -89 934 | 0 | 13 734 106 | 1.6 |
| Sustainable Enterprises, Productivity and Just Transition | 16 804 967 | 557 714 | 3.3 | -121 492 | 0 | 17 241 189 | 2.0 |
| | 54 258 480 | 1 884 291 | 3.5 | -387 160 | -0.7 | 55 755 611 | 6.3 |
| Field operations | | | | | | | |
| Programmes in Africa | 82 966 869 | 2 318 913 | 2.8 | -292 104 | -0.4 | 84 993 678 | 9.7 |
| Programmes in the Americas | 66 504 131 | 1 327 724 | 2.0 | -236 732 | -0.4 | 67 595 123 | 7.7 |
| Programmes in Arab States | 19 956 304 | 866 134 | 4.3 | -78 490 | -0.4 | 20 743 948 | 2.4 |
| Programmes in Asia and the Pacific | 75 194 772 | 124 208 | 0.2 | -262 362 | -0.3 | 75 056 618 | 8.5 |
| Programmes in Europe and Central Asia | 27 728 630 | 673 559 | 2.4 | -115 729 | -0.4 | 28 286 460 | 3.2 |
| UNSDG UN Resident Coordinator System | 8 712 339 | 0 | 0.0 | 0 | 0.0 | 8 712 339 | 1.0 |
| South-South and triangular cooperation | 1 865 315 | 43 540 | 2.3 | 0 | 0.0 | 1 908 855 | 0.2 |
| | 282 928 360 | 5 354 078 | 1.9 | -985 417 | -0.3 | 287 297 021 | 32.7 |

| | 2024–25 estimates in constant 2022–23 US dollars | Cost increases (decreases) | | Adjustment exchange rate 0.90 to 0.91 (CHF to US\$) | | 2024–25 | % of total budget |
|--|--|----------------------------|------------|---|-------------|--------------------|----------------------|
| | US\$ | US\$ | % | US\$ | % | US\$ | % |
| Employers' and workers' organizations | | | | | | | |
| Employers' Activities | 10 984 279 | 312 362 | 2.8 | -60 368 | -0.5 | 11 236 273 | 1.3 |
| Workers' Activities | 22 483 499 | 619 534 | 2.8 | -118 666 | -0.5 | 22 984 367 | 2.6 |
| | 33 467 778 | 931 896 | 2.8 | -179 034 | -0.5 | 34 220 640 | 3.9 |
| External and Corporate Relations | | | | | | | |
| Assistant Director-General's Office | 1 817 420 | 88 006 | 4.8 | -13 032 | -0.7 | 1 892 394 | 0.2 |
| Communication and Public Information | 12 708 434 | 544 622 | 4.3 | -101 122 | -0.8 | 13 151 934 | 1.5 |
| Multilateral Partnerships and Development Cooperation | 11 621 801 | 620 664 | 5.2 | -74 761 | -0.6 | 12 167 704 | 1.4 |
| Official Meetings, Documents and Relations | 17 121 317 | 572 210 | 3.3 | -159 170 | -0.9 | 17 534 357 | 2.0 |
| | 43 268 972 | 1 825 502 | 4.2 | -348 085 | -0.8 | 44 746 389 | 5.1 |
| Corporate Services | | | | | | | |
| Assistant Director-General's Office | 1 817 420 | 86 448 | 4.8 | -13 032 | -0.7 | 1 890 836 | 0.2 |
| Financial Management | 16 860 999 | 699 063 | 4.1 | -144 065 | -0.9 | 17 415 997 | 2.0 |
| Human Resources Development | 25 796 737 | 945 740 | 3.7 | -229 161 | -0.9 | 26 513 316 | 3.0 |
| Internal Services and Administration | 50 324 099 | 6 462 512 | 12.8 | -558 204 | -1.1 | 56 228 407 | 6.4 |
| Strategic Programming and Management | 4 757 634 | 154 908 | 3.3 | -35 654 | -0.7 | 4 876 888 | 0.6 |
| Procurement | 3 071 158 | 142 532 | 4.6 | -21 479 | -0.7 | 3 192 211 | 0.4 |
| Information and Technology Management | 55 648 235 | 2 189 598 | 3.9 | -406 307 | -0.7 | 57 431 526 | 6.5 |
| | 158 276 282 | 10 680 801 | 6.7 | -1 407 902 | -0.9 | 167 549 181 | 19.0 |

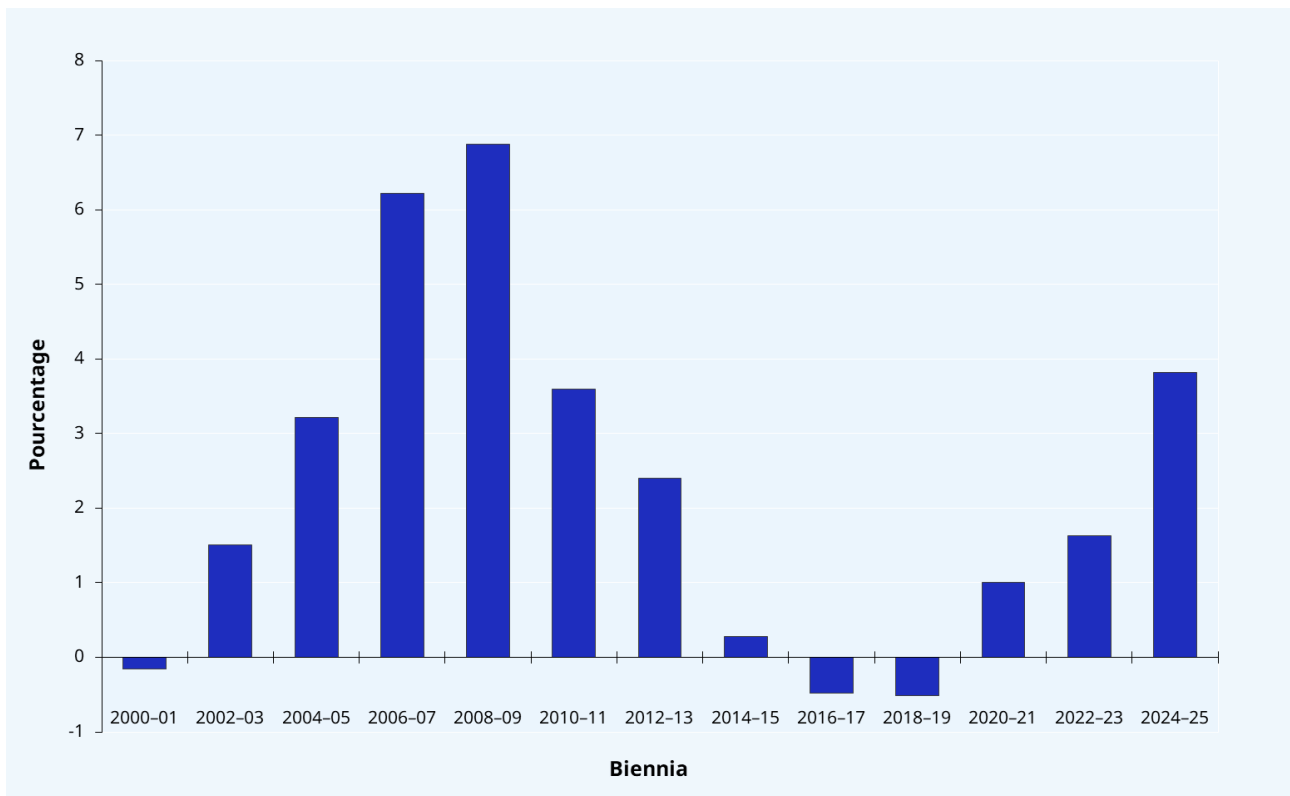
| | 2024-25 estimates in constant 2022-23 US dollars | Cost increases (decreases) | | Adjustment exchange rate 0.90 to 0.91 (CHF to US\$) | | 2024-25 | % of total budget |
|--|--|----------------------------|------------|---|-------------|--------------------|----------------------|
| | US\$ | US\$ | % | US\$ | % | US\$ | % |
| Office of the Director-General | 7 525 515 | 312 043 | 4.1 | -64 288 | -0.9 | 7 773 270 | 0.9 |
| Oversight and evaluation | | | | | | | |
| Ethics function | 721 149 | 17 006 | 2.4 | -5 331 | -0.7 | 732 824 | 0.1 |
| Evaluation | 3 246 997 | 101 062 | 3.1 | -25 154 | -0.8 | 3 322 905 | 0.4 |
| Independent Oversight Advisory Committee | 668 688 | 6 805 | 1.0 | -4 733 | -0.7 | 670 760 | 0.1 |
| Internal Audit and Oversight | 4 168 645 | 142 063 | 3.4 | -32 514 | -0.8 | 4 278 194 | 0.5 |
| External audit costs | 1 098 707 | 0 | 0.0 | 0 | 0.0 | 1 098 707 | 0.1 |
| | 9 904 186 | 266 936 | 2.7 | -67 732 | -0.7 | 10 103 390 | 1.1 |
| Other budgetary provisions | 46 488 749 | 2 235 368 | 4.8 | -328 136 | -0.7 | 48 395 981 | 5.5 |
| Adjustment for staff turnover | -6 903 130 | -261 274 | 3.8 | 53 077 | -0.8 | -7 111 327 | -0.8 |
| Total Part I | 838 958 478 | 32 178 388 | 3.8 | -5 371 988 | -0.6 | 865 764 878 | 98.4 |

| | 2024–25 estimates in constant 2022–23 US dollars | Cost increases (decreases) | | Adjustment exchange rate 0.90 to 0.91 (CHF to US\$) | | 2024–25 | % of total budget |
|---|--|----------------------------|------------|---|-------------|--------------------|----------------------|
| | US\$ | US\$ | % | US\$ | % | US\$ | % |
| Part II. Unforeseen expenditure | 875 000 | 0 | 0.0 | 0 | 0.0 | 875 000 | 0.1 |
| Part III. Working Capital Fund | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Part IV. Institutional Investments and Extraordinary Items | 12 926 722 | 364 855 | 2.8 | -131 455 | -1.0 | 13 160 122 | 1.5 |
| Total (Parts I–IV) | 852 760 200 | 32 543 243 | 3.8 | -5 503 443 | -0.6 | 879 800 000 | 100.0 |

56. This Information Annex provides details on the methodology used for calculating the cost increases for 2024–25. In approving successive programme and budgets, the International Labour Conference has recognized the need to incorporate adjustments (both

increases and decreases) to the constant dollar budget to ensure that sufficient funding is available to maintain the desired level of service to constituents. Figure A2-1 provides a summary of approved cost increase percentages for recent biennia.

► **Figure A2-1. Cost increase percentages included in the biennial budgets**



Basis for calculation of cost increases

57. The ILO uses a zero-budget basis in each budget cycle for determining a baseline of all operational costs anticipated in the future biennium. The strategic and operational budgets are initially developed at constant cost rates to allow comparability of the approved 2022–23 budget with the budget for 2024–25.

58. An analysis is undertaken by cost component of the expenditures incurred during the current biennium, including a review of previously forecasted cost increases, of cost structures and of any anticipated changes in cost drivers. In conjunction with this, an analysis is undertaken of the geographic distribution of both current expenditure and of expected future expenditure as inflation varies

significantly between and within regions where the ILO operates. The projected percentage increases are applied to the 2024–25 budget for each corresponding object of expenditure and geographical location.

59. The budget projections make extensive use of verifiable and independent forecast data on consumer price indices and published data of authoritative bodies such as the International Civil Service Commission (ICSC), the IMF and central banks. Where the available inflation forecasts do not cover the full period of the budget, these forecasts are extrapolated for the 2024–25 biennium based on the latest available data and predicted trends made available by economic institutions. A review is also undertaken to determine the dollar equivalent of cost and price movements in local currencies since the last budget was adopted.

60. For Swiss-based expenditure items, the ILO has used average annual inflation forecasts issued by the Swiss National Bank for 2023, 2024 and 2025, which respectively are 2.4 per cent, 1.8 per cent and 2.0 per cent. Unless otherwise disclosed, average annual inflation rates have been used to calculate cost increases for 2023–25.

61. The principal source of inflation estimates for field locations is IMF data. For these locations, the latest 2022 costs are adjusted for estimated inflation in 2023, 2024 and 2025 and take account of changes in the rate of exchange between the local currency and the US dollar. The annual rates of cost increase vary considerably between and within regions. Table A2-1 shows the projected average annual rate for each region, in dollar terms.

► **Table A2-1. 2024–25 projected average annual inflation rates by region**

| Region | % increase |
|----------------------|------------|
| Africa | 6.6 |
| Americas | 1.5 |
| Arab States | 45.4 |
| Asia and the Pacific | 5.5 |
| Europe | 5.6 |

62. The application of zero-based budgeting to cost increases compares previously predicted cost increase with actual expenditure. This realigns the budget for each location and expenditure type for the new period. Where applicable, an offset was applied to forecasted inflation for 2023, 2024 and 2025 as a result of any lower than anticipated rates of inflation included in the Programme and Budget for 2022–23.

63. Table A2-2 summarizes the cost adjustments for 2024–25 by object of expenditure across the Office. The adjustments amount to a net increase of some US\$32.5 million, equivalent to an average rate of 3.8 per cent for the 2024–25 biennium.

► **Table A2-2. 2024–25 cost adjustments by object of expenditure (2022–23 US dollars)**

| Object of expenditure | Budget (in constant US dollars) | Cost adjustments | Biennial % adjustment |
|---|------------------------------------|-------------------|--------------------------|
| Staff costs | 597 859 300 | 18 238 829 | 3.1 |
| Travel on official business | 12 350 236 | -271 169 | -2.2 |
| Contractual services | 39 741 759 | 2 717 947 | 6.8 |
| General operating expenses | 56 562 371 | 6 941 647 | 12.3 |
| Supplies and materials | 2 829 494 | 417 319 | 14.7 |
| Furniture and equipment | 4 631 958 | 43 817 | 0.9 |
| Loan amortization for headquarters building | 8 227 333 | 0 | 0.0 |
| Fellowships, grants and RBTC | 88 018 827 | 2 325 656 | 2.6 |
| Other costs | 42 538 922 | 2 129 197 | 5.0 |
| Total | 852 760 200 | 32 543 243 | 3.8 |

Staff costs

64. Staff costs account for some 70 per cent of the overall expenditure budget and the cost increase of US\$18.2 million (3.1 per cent) constitutes the largest change in absolute terms. The staff cost increase for 2024–25 reflects the rebasing of staff costs to current levels.

65. Staff costs comprise:

- all officials who are budgeted at differentiated standard costs, described more fully below;
- interpreters, committee secretaries and short-term Conference staff, where the provision for cost increase is in line with that provided for Professional and General Service staff at headquarters and agreements with the International Association of Conference Interpreters.

Staff calculated at standard costs

66. Changes in the elements of the standard costs are based on the latest salary-related policies and decisions of the UN General Assembly under the recommendation of the ICSC.

67. The 2024–25 standard costs are based on a zero-based budgeting approach, with appropriate estimates for expected trends of inflation, the applicable post adjustment, changes in staff entitlements, and the movement and overall composition of staff. On average, standard costs for 2024–25 are forecast to increase by 3.1 per cent.

68. Professional category: Changes in Professional salaries arise in part from exchange rate fluctuations and movements in the cost of living as determined by the ICSC and reflected in the post adjustment. Provision has been made for increases in post adjustment at the general rate of inflation for Geneva-based staff. Post adjustment rates in field locations are determined by the ICSC; they reflect relevant cost-of-living adjustments and the relationship between the local currency and the US dollar.

69. General Service category: Estimates for Geneva inflation as indicated in paragraph 60 have been included in the salary projection for General Service staff.

70. For field-based General Service staff the most recent salary scales at each location have been used, with provisions and adjustments made to allow for estimated inflation in US dollar terms.

Non-staff costs

Travel on official business

71. Net decreases have been applied against airline ticket costs and daily subsistence allowance (DSA) rates in dollar terms to reflect changes in ticket prices on frequently travelled routes and changes in ICSC-promulgated DSA rates in the different locations in which the ILO operates.

Contractual services

72. The International Labour Conference makes use of facilities at the ILO building and at the Palais des Nations to have additional space for meetings and for its plenary sittings. The United Nations Office in Geneva (UNOG) has informed the Office that due to the ongoing renovation works at the Palais de Nations, the meeting facilities will not be available in 2024 and 2025. This will affect not only the Conference, but also the World Health Assembly.

73. The Office and the World Health Organization have been reviewing with the host country alternative venues of sufficient size and availability to relocate the sessions of the Conference for these two years. A suitable site has been identified, the PALEXPO convention centre in Geneva, which will have sufficient free space to accommodate the Plenary and committees in June of each year.

74. The additional costs for rental, audio-visual equipment, security, transportation and other items will amount to some US\$3.5 million per session. The Governing Body (GB.347/PFA/1/1(Rev.1)) approved the use of the balance of the Special Programme Account in the amount of CHF4.8 million (estimated at US\$5.3 million at the 2022–23 budget rate of exchange of CHF0.9 to the US dollar) to partially offset the one-off cost of US\$7 million to fund the two sessions of the International Labour Conference in 2024 and 2025.

General operating expenses

75. Utilities: Energy prices remain volatile and uncertain, with current prices more than 300 per cent higher than anticipated in the Programme and Budget for 2022–23. Increases from 50 per cent to 100 per cent have been incorporated into budgetary estimates for 2024–25 based on current contracts and projections.

76. Rent: Provisions have been made to cover contractual increases for rent.

Supplies and materials

77. Paper: Increases have been applied to reflect an average increase of 40 per cent in paper prices.

78. Vehicle fuel: Provisions have been made to cover an estimated increase of 56 per cent compared to 2022–23 prices.

Fellowships, grants and Regular Budget Technical Cooperation

79. Regular Budget Technical Cooperation (RBTC) has both field and headquarters components. Forecasted cost increases have been based on location inflation rates resulting in an average increase of 2.3 per cent. The contribution to the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) has increased by some US\$375,000 to reflect increases in salaries and prices in dollar terms in Uruguay. The biennial contribution to the Turin Centre has been increased by 0.5 per cent per annum to reflect local inflation forecasts in dollar terms in Italy.

Other non-staff costs

80. All other non-staff costs have been adjusted in line with the average annual inflation rates applying to the relevant geographical area.

Other budgetary items

81. Other budgetary items include contributions to joint administrative activities within the UN system (for example, the ICSC, the High-Level Committee on Management, the United Nations System Chief Executives Board for Coordination, the UN Joint Inspection Unit and the UN Resident Coordinator system) and for after-service health insurance. The budget estimates are based on the latest information provided by the various bodies and the general rate of assumed inflation in their location, and are modified to reflect any changes in the basis of apportionment of the costs between participating agencies. The staff health insurance contribution for retired officials has been provisioned to reflect an anticipated 5 per cent rate increase.

▶ 3. Summary of Regular Budget Technical Cooperation resources

| | 2024-25 | 2024-25 |
|--|----------------------------|-------------------|
| | (in constant 2022-23 US\$) | (recosted (US\$)) |
| Technical departments at headquarters | 6 784 925 | 6 943 300 |
| Programmes in Africa | 9 494 271 | 9 715 886 |
| Programmes in the Americas | 5 785 977 | 5 921 033 |
| Programmes in Arab States | 2 625 544 | 2 686 829 |
| Programmes in Asia and the Pacific | 6 836 449 | 6 996 026 |
| Programmes in Europe and Central Asia | 1 731 994 | 1 772 422 |
| South-South and triangular cooperation | 1 865 315 | 1 908 855 |
| Employers' Activities | 2 887 167 | 2 954 559 |
| Workers' Activities | 6 042 336 | 6 183 376 |
| Total | 44 053 978 | 45 082 286 |

► 4. Regular budget for policy outcomes by output

| | Regular budget 2024–25 (US\$ million) | % |
|---|---|--------------|
| Outcome 1: Strong, modernized normative action for social justice | 99.9 | 100.0 |
| Output 1.1. Increased capacity of Member States to ratify international labour standards | 17.7 | 17.7 |
| Output 1.2. Increased capacity of constituents to drive effective application of international labour standards | 20.9 | 20.9 |
| Output 1.3. Increased capacity of constituents, partners and stakeholders to engage with normative action | 16.4 | 16.4 |
| Output 1.4. Increased capacity of constituents, partners and stakeholders to respect, promote and realize fundamental principles and rights at work | 29.9 | 29.9 |
| Output 1.5. Increased capacity of constituents, partners and stakeholders to implement sectoral international labour standards, codes of practice, guidelines and tools | 15.1 | 15.1 |
| Outcome 2: Strong, representative and influential tripartite constituents and effective social dialogue | 113.3 | 100.0 |
| Output 2.1. Increased institutional capacity of employer and business membership organizations to be strong, independent and representative | 33.7 | 29.8 |
| Output 2.2. Increased institutional, technical, representational and policy impact capacities of workers' organizations | 36.7 | 32.4 |
| Output 2.3. Increased capacity of Member States to make social dialogue more influential and labour relations institutions and processes more effective | 23.6 | 20.8 |
| Output 2.4. Increased institutional capacity of labour administrations | 19.3 | 17.0 |
| Outcome 3: Full and productive employment for just transitions | 113.9 | 100.0 |
| Output 3.1. Increased capacity of Member States to develop and implement comprehensive employment policy frameworks | 27.0 | 23.7 |
| Output 3.2. Increased capacity of Member States to develop inclusive, sustainable and resilient skills and lifelong learning systems | 42.2 | 37.0 |
| Output 3.3. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in rural areas | 16.5 | 14.5 |
| Output 3.4. Increased capacity of Member States to develop effective and efficient labour market programmes and services to support transitions | 17.2 | 15.1 |
| Output 3.5. Increased capacity of Member States to promote decent employment for youth | 11.0 | 9.7 |
| Outcome 4: Sustainable enterprises for inclusive growth and decent work | 53.0 | 100.0 |
| Output 4.1. Increased capacity of constituents to create enabling environments for entrepreneurship, sustainable enterprises, decent work and productivity growth | 13.7 | 25.9 |
| Output 4.2. Increased capacity of constituents to develop more resilient, inclusive and sustainable enterprises in supply chains and responsible business conduct for decent work | 11.8 | 22.2 |
| Output 4.3. Increased support for enterprises – especially MSMEs – to achieve decent work and improve productivity | 11.4 | 21.6 |

| | Regular budget 2024–25 (US\$ million) | % |
|--|---|--------------|
| Output 4.4. Increased capacity of constituents to facilitate the transition of enterprises to the formal economy | 9.7 | 18.3 |
| Output 4.5. Increased capacity of constituents to build a strong and resilient social and solidarity economy for decent work | 6.4 | 12.0 |
| Outcome 5: Gender equality and equality of treatment and opportunities for all | 45.7 | 100.0 |
| Output 5.1. Increased capacity of Member States to design and implement a transformative agenda on gender equality, non-discrimination and inclusion | 27.1 | 59.4 |
| Output 5.2. Increased capacity of constituents to promote investments and decent work in the care economy | 9.3 | 20.3 |
| Output 5.3. Increased capacity of constituents to prevent and address discrimination-based violence and harassment at work | 9.3 | 20.3 |
| Outcome 6: Protection at work for all | 63.6 | 100.0 |
| Output 6.1. Increased capacity of Member States for the realization of a safe and healthy working environment | 20.3 | 31.9 |
| Output 6.2. Increased capacity of Member States to set adequate wages and promote decent working time | 14.7 | 23.1 |
| Output 6.3. Increased capacity of Member States to extend labour protection to groups of workers facing a high risk of exclusion | 9.4 | 14.8 |
| Output 6.4. Increased capacity of Member States to develop fair and effective labour migration frameworks | 19.2 | 30.2 |
| Outcome 7: Universal social protection | 48.5 | 100.0 |
| Output 7.1. Increased capacity of Member States to develop social protection strategies, policies and legal frameworks that are inclusive, gender-responsive and sustainable | 15.9 | 32.8 |
| Output 7.2. Increased capacity of Member States to strengthen social protection systems and ensure sustainable and adequate financing and sound governance | 15.4 | 31.7 |
| Output 7.3. Increased capacity of Member States to harness social protection for inclusive life and work transitions and structural transformations | 17.2 | 35.5 |
| Outcome 8: Integrated policy and institutional responses for social justice through decent work | 14.2 | 100.0 |
| Output 8.1. Improved coherence in multilateral support for the development and financing of integrated policy responses for social justice through decent work | 4.3 | 30.4 |
| Output 8.2. Improved coherence in support and action to facilitate transition from the informal to the formal economy | 2.6 | 18.1 |
| Output 8.3. Improved coherence in support and action to facilitate just transitions towards environmentally sustainable economies and societies | 2.8 | 20.3 |
| Output 8.4. Improved coherence in support and action to advance decent work outcomes in supply chains | 2.6 | 18.1 |
| Output 8.5. Improved coherence in support and action to promote decent work in crises and post-crisis situations | 1.9 | 13.1 |