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Preview of the Programme and Budget proposals for 2022–23

Purpose of the document

The Governing Body is invited to comment on the preliminary information concerning the Programme and Budget proposals for 2022–23 and to provide guidance to the Office for the submission of proposals to its 341st Session (March 2021) (see draft decision in paragraph 187).

Relevant strategic objective: All four strategic objectives.

Main relevant outcome: All policy and enabling outcomes.

Policy implications: The guidance of the Governing Body will inform the preparation of the Programme and Budget proposals for 2022–23.

Legal implications: None.

Financial implications: Programme and Budget for 2022–23.

Follow-up action required: At its session in March 2021, the Governing Body will examine the Director-General's Programme and Budget proposals for 2022–23.

Author unit: Strategic Programming and Management Department (PROGRAM)

Related documents: GB.340/PFA/1; GB.340/PFA/5; GB.340/PFA/7; GB.340/PFA/8; GB.340/PFA/12; GB.340/INS/8; GB.340/INS/18/6; GB.340/POL/1; GB.340/POL/2; GB.340/POL/3; GB.340/POL/6; GB.340/POL/7; GB.340/HL/2; Programme and Budget for the biennium 2020–21.

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▶ Introduction

1. This preview of the Programme and Budget proposals for 2022–23 is framed in the light of the vision, priorities and organizational improvements set out in the ILO’s Strategic Plan for 2022–25.¹
2. The document outlines the proposed strategies for operationalizing these priorities through eight policy outcomes supported by three enabling outcomes, with their corresponding outputs. It gives the Governing Body an opportunity to provide early guidance on the main direction and components of the programmatic proposals that are to be presented to its March 2021 session, with a view to the adoption of the Programme and Budget for 2022–23 by the International Labour Conference in June 2021.

▶ I. Focus on a human-centred recovery to build back better with decent work

3. The priorities of the Organization set out in the Strategic Plan for 2022–25 are derived from the vision of the ILO Centenary Declaration for the Future of Work (Centenary Declaration) to shape a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work² for all, and contextualized by the urgency to provide effective solutions in light of the COVID-19 crisis.
4. The pandemic uncovered the fragility of recent social and economic progress and exacerbated pre-existing inequalities in the world of work, with some groups of workers and enterprises being particularly hard hit. The ILO responded rapidly and decisively to support its constituents in tackling the immediate consequences of COVID-19 in the world of work³. However, the longer-term effects of the crisis will demand relentless efforts to ensure that recovery yields a better future of work, in line with the human-centred approach embedded in the Centenary Declaration.
5. The proposals for 2022–23 presented in this preview operationalize the Strategic Plan’s ambition to implement the Centenary Declaration, while tailoring the Organization’s action to the realities of the crisis aftermath. They also aim to accelerate progress towards the achievement of the 2030 Agenda for Sustainable Development (2030 Agenda), ensuring that ILO action makes a significant contribution to relevant Sustainable Development Goals (SDGs). While ILO Member States and constituents will inevitably experience immediate setbacks and delays in achieving the SDGs, they will also have an opportunity to build back inclusive, prosperous and sustainable economies that generate productive employment and decent work and that are more resilient in facing global challenges, especially climate change. The magnitude of the task ahead

¹ GB.340/PFA/1.

² For the purpose of this document, “decent work” refers to the four strategic objectives of the ILO Decent Work Agenda – employment; social protection; social dialogue and tripartism; and fundamental principles and rights at work – as defined by the ILO Declaration on Social Justice for a Fair Globalization. It also refers to “full, productive and freely-chosen employment” as reaffirmed by the ILO Centenary Declaration for the Future of Work.

³ GB.340/INS/18/6.

demands greater cooperation and solidarity globally and within countries. This preview places a stronger emphasis on partnerships across the multilateral system, taking also into account the centrality of SDG 8 in recovery efforts and the responsibility of the ILO and of the United Nations (UN) more broadly to accelerate progress in this area.

6. The eight proposed policy outcomes for 2022–23 build on those set out in the Programme and Budget for 2020–21. They combine an appropriate balance of continuity and adaptation to take account of the lessons learned from the implementation of the programme at country, regional and global levels, in particular in tackling the economic and social impact of the COVID-19 pandemic. The immediate response to the crisis delivered within the eight policy outcomes in the current biennium gives testimony to the appropriateness of focusing on these areas to help the ILO Member States find effective solutions in very complex times.
7. At the same time, the policy outcome proposals in this preview reflect the need for change and adaptation in view of the new realities confronting governments and employers' and workers' organizations in Member States in each policy area and economic sector. All outcome strategies and outputs have been sharpened and adapted to include enhanced attention to the preparedness and resilience of people, enterprises and institutions to crisis shocks, and the need to take advantage of opportunities offered by the acceleration of digitalization. In this regard, an output specifically focused on the digitalization of skills development systems has been added under outcome 5 on lifelong learning.
8. All outcome proposals also embed a stronger sectoral approach as an integral element of the ILO's work to support constituents in building back better. This takes into account that the impact of the COVID-19 crisis has been uneven across economic sectors, hence requiring sector-specific responses. In this context, a new output has been included under outcome 2 on international labour standards, aiming at strengthening the capacity of the Member States to apply sectoral standards, guidelines and codes of practice.
9. Furthermore, the policy outcome proposals embody a gender-responsive and inclusive approach as the bedrock for building back better and leaving no one behind. The crisis laid bare and often exacerbated pre-existing inequalities in the world of work, with some groups of workers and enterprises being particularly hard hit. The proposals, therefore, pay special attention to groups for whom the road to a better future could be harder. Such groups include women, who are over-represented both in front-line work as well as in crisis-affected sectors where there have been significant job losses; people who are at risk of being discriminated against, including refugees, migrant workers and indigenous people; small and micro-entrepreneurs and the self-employed; casual, temporary or informal economy workers, as well as workers in new forms of work arrangements, including the gig economy; and young and older workers, who even in normal times face difficulties in finding and keeping decent work.
10. The proposals for 2022–23 also pursue a trajectory of continuous progress in the functioning of the Organization. The three revised enabling outcomes in this preview place an enhanced emphasis on strengthening the leadership, influence, governance and operational management of the ILO with a view to sustaining greater efficiency, effectiveness, transparency and accountability to support the delivery of the policy outcomes in the post-COVID-19 environment. More attention is devoted to consolidating a culture of innovation, leading to further improvements in governance mechanisms, business processes, the skills set and competences of ILO staff, as well as the measurement, monitoring and reporting of results.

11. Subject to the discussion of the Strategic Plan for 2022–25 and of this preview, the proposals for 2022–23 that the Director-General will present to the Governing Body in March 2021 will contain fully developed proposals for each of the eight policy outcomes and the three enabling outcomes. This will include a complete results framework with indicators at the impact, outcome and output level, baseline information and quantitative targets, as well as a detailed mapping of the ILO's expected contribution to the SDGs.
12. In addition, the Director-General's Programme and Budget proposals for 2022–23 will also include specific budgetary proposals for each policy outcome, a complete risk register, and the main thrust and elements of the ILO's overall agenda on research and statistics, capacity development, in particular with and through the International Training Centre of the ILO (Turin Centre), and development cooperation.

▶ II. Policy outcomes

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

Persisting challenges, emerging needs and opportunities

13. The need for strong, democratic, independent and representative employers' and workers' organizations, effective and adequately resourced labour administrations, and robust and inclusive social dialogue institutions and processes remains fundamental, especially in times of crisis and recovery. These institutions are the bedrock of labour market governance, a prerequisite for social justice and the building blocks for the delivery of the ILO's overall programme and mandate. Social dialogue in all its forms is crucial for policy coherence and effective crisis and resilience management. It is also a key governance instrument in managing and responding to transformations in the world of work. However, these transformations are also posing challenges for social dialogue, its representative actors, and other labour market institutions and processes.
14. The response to the COVID-19 pandemic demonstrated the undisputed value of social dialogue at all levels to deliver immediate, inclusive and effective policy responses. The representative nature of employers' and workers' organizations enabled a whole economy approach and facilitated swift action. At the same time, in many countries the effects of the crisis, including lockdowns, severely constrained the operating capacity and resilience of social partner organizations as well as their ability to provide services to their members and influence policymaking. Furthermore, restrictions on fundamental principles and rights at work and on the independence of employers' and workers' organizations still pervade and weaken social dialogue in many countries, thereby hampering effective and inclusive recovery strategies.

The ILO focus in 2022–23

15. In this context, the ILO will continue to place particular emphasis on strengthening the institutional capacity of employers' and workers' organizations to develop forward-looking solutions to sustain and improve operations in order to reinforce their representative, leadership and advocacy roles, while renewing membership strategies, service provision and delivery mechanisms, and enhancing policy advocacy and influence.

16. Cooperation with governments will focus on legal and institutional frameworks that enable all parties to engage effectively in all forms of social dialogue, as well as on building strong and well-resourced labour administration systems, which are essential for good labour market governance, compliance with international labour standards, sound workplace relations and evidence-based policymaking. Further efforts will be pursued to develop modern, innovative, strategic and competent labour inspectorates, capable of supporting well-functioning labour markets by integrating the interdependent and complementary functions of advice and information along with enforcement of legal provisions relating to the protection of workers.
17. The ILO will continue to support the engagement and advocacy role of its constituents in national, regional and international forums and the wider multilateral system to show the value of tripartism and social dialogue to institution building, policymaking and improved workplace relations. In the framework of the “UN Decade of Action (2020–30)”, ILO development cooperation will strengthen the capacity of governments and social partners to lead and support smarter solutions to achieve the decent work-related SDGs and to mobilize more resources at regional and national levels.

Output 1.1: Increased institutional capacity of employer and business membership organizations

18. Employer and business membership organizations (EBMOs) have played a critical role in helping businesses address the economic and social impact of the COVID-19 crisis. At the same time, EBMOs have also been challenged to rethink their value proposition to members, enhance resilience and membership retention strategies, adapt service provision and increase their ability to influence policy. The ILO’s support to EBMOs will achieve economies of scale by customizing tested global approaches in the above areas, enabling cost-effective replicable solutions and knowledge-sharing. Use of digital channels will be expanded to assist EBMOs with member engagement, data collection, analysis, research and thought leadership. Enhanced efforts will be required to help EBMOs lead the business community to navigate the transformative changes in the world of work and to advocate for productivity growth and an enabling environment for sustainable enterprises, including by effectively representing the interests of both domestic enterprises and foreign investors. Enhanced coordination and partnerships with other business organizations will increase the effectiveness and relevance of EBMOs and promote a more integrated and unified private sector voice.
19. At the country level, the ILO will support EBMOs in:
 - enhancing their organizational resilience to internal and external shocks and changing realities by supporting the adaptation and strengthening of their resource structures, as well as the development of mitigation and risk management processes, strategic and business continuity plans, and governance models that are diverse and inclusive;
 - developing membership recruitment and retention strategies through innovative approaches to reinforce and extend their representational strength, particularly in under-represented sectors or enterprises;
 - developing digital, scalable and sustainable services to support current and potential members, including during times of crisis and recovery;

- strengthening their analytical capacity to address enterprise needs through evidence-based advocacy and effective policy dialogue and their institutional capacity to participate in social dialogue and UN Cooperation Framework processes;
- improving their individual and institutional capacity to provide business leadership through effective communication, coordinated and unified representation of the private sector, and diverse partnerships and alliances, including with informal economic actors and new forms of businesses.

20. At the global level, the ILO will:

- develop knowledge products that examine evolving business trends through data collection and analysis of macro, sectoral and enterprise level factors, and assess opportunities and challenges for business competitiveness and resilience, and productivity growth;
- build capacity development programmes to strengthen the institutional resilience of EBMOs, adapt methods for organizational change management and support their efforts to find innovative ways to add value to their members, in collaboration with the Turin Centre;
- develop and expand approaches to support the transformation of EBMOs, including through adoption of technology and using data as a strategic asset for evidence-based advocacy and needs-based services;
- develop guidance to assist EBMOs in exercising business leadership to contribute to the achievement of the SDGs.

Output 1.2: Increased institutional capacity of workers' organizations

21. The COVID-19 pandemic has added a new sense of urgency to the challenges facing workers' organizations to respond to transformations in the world of work driven by globalization and by demographic, environmental and technological changes, as well as to play a crucial role in crisis mitigation, response and recovery. In order to contribute to building stronger, more sustainable and equal economies and societies, workers' organizations must continue to exercise leadership, demonstrate relevance and provide quality services to their current and new members. In this context, they need to bolster their capacity to analyse and understand the new realities in the world of work, shape and influence economic, social and sustainable development policies, strengthen their own institutional and organizational processes, and adopt innovative strategies, especially in the new context brought about by the crisis. Workers' organizations also need to work with governments and employers' organizations to develop a conducive environment for qualitative and meaningful social dialogue and demonstrate the political will to engage in the process with trust and mutual respect.

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

- building organizational strength through new approaches to governance, structures and organizational processes, including monitoring, evaluation and reporting modalities;
- attracting, integrating and representing all groups of workers in the economy, recognizing the need to ensure gender equality and the effective transition to formality, through innovative strategies;

- providing new or improved services to their members, taking into account ongoing transformations in the world of work;
- developing proposals for negotiations at bipartite and tripartite social dialogue mechanisms, including collective bargaining agreements at all levels, focusing on relevant areas;
- contributing effectively to the formulation and coherent implementation of economic, social and environmental policies at the national, regional and international levels, including in multilateral frameworks or institutions.

23. At the global level, the ILO will:

- develop knowledge and document good practices on new forms of representation and organizational models, including with respect to the use of digital technologies and communication in organizing and in service provision to members;
- develop strategies to support the participation of workers' organizations in social dialogue and collective bargaining at all levels, including cross-border;
- develop innovative knowledge products, communication programmes and strategies for policy advocacy, including on the role of workers' organizations in the promotion and implementation of the Centenary Declaration and the SDGs;
- elaborate training curricula and innovative delivery modalities, including with the Turin Centre, on priority policy areas, with a focus on the role and voice of trade unions in ensuring policy coherence at the national and the international levels.

Output 1.3: Increased institutional capacity and resilience of labour administrations

24. A well-functioning labour market where both the needs of employers and workers are met within a framework of established rights and guarantees requires a sound labour administration system capable of identifying trends, generating knowledge, anticipating transformation, addressing risks in a timely manner and adopting responsive policies and measures, effectively regulating labour markets, creating resilience and shaping social and economic policies. The ILO will contribute to strengthening the capacity of labour administrations through a gender-responsive and integrated approach to labour market regulation and labour law compliance, in a context of crisis recovery, based on social dialogue, the rule of law, public interest and good governance.

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

- assessing, strengthening and adapting labour administration and inspection systems to the new context brought about by the COVID-19 crisis, with a focus on regulatory frameworks, structures, policies, strategies and procedures, in line with the Labour Inspection Convention, 1947 (No. 81), the Labour Inspection (Agriculture) Convention, 1969 (No. 129), the Labour Administration Convention, 1978 (No. 150), and the Protocol of 1995 to the Labour Inspection Convention, 1947;
- strengthening the capabilities of labour administrations and labour inspectorates to adopt and better use information management systems to deploy new technology for evidence-based policymaking, planning and service delivery, and to develop and use methodologies, techniques and skills responsive to needs of employers and workers;
- deploying cooperative and informed approaches to address compliance gaps through strategic compliance interventions, policy and organizational change;

- reinforcing the qualification of labour inspectors and other labour administration staff, through initial and lifelong training, including through e-learning.

26. At the global level, the ILO will:

- develop knowledge and advocacy initiatives for stronger systems of labour administration and inspection, including the promotion of ratification and implementation of Conventions Nos 81 and 129 and the Protocol of 1995 to the Labour Inspection Convention, 1947;
- develop and disseminate materials on good governance and labour inspection practices to address and recover from crises, including epidemics and major industrial accidents, and on topics highlighted in the Conclusions on labour administration and labour inspection adopted by the International Labour Conference in 2011, with a focus on workers in the public sector, the informal economy, and diverse forms of work arrangements;
- develop and disseminate practical solutions on the use of technology for labour administration institutions (e-administration) to facilitate reaching sectors and groups of workers most affected by the COVID-19 crisis or those traditionally excluded from labour administration services, including in the informal economy;
- promote and support global and regional networks and events on labour administration and labour inspection in cooperation with the Turin Centre, including the Labour Administration and Labour Inspection Academy, advocacy initiatives for dissemination of the ILO guidelines on labour inspection, and regular exchanges of information and practices between experts.

Output 1.4: Increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions

27. The immediate response to the COVID-19 pandemic has reconfirmed that solutions developed through social dialogue reflect better the realities of the world of work and are likely to have greater legitimacy and support during implementation. At the same time, the crisis has also highlighted that enhanced efforts are required to further strengthen laws, processes and institutions for social dialogue, including collective bargaining, and to improve the inclusiveness of legal institutional frameworks for labour relations, including for labour justice, while encouraging effective workplace cooperation. These are critical labour market governance tools for building a human-centred, inclusive, gender-responsive and resilient world of work. Enhanced engagement and investment on the part of governments at all levels in support of social dialogue and labour relations are essential.

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

- enhancing the role and performance of tripartite social dialogue institutions to make them more effective, inclusive and responsive to the new context created by the COVID-19 pandemic;
- strengthening institutions, processes and outcomes of labour relations through the provision of strategic advice and capacity development, targeting governments and social partners who are engaged in policies to support freedom of association and the effective recognition of the right to collective bargaining, as well as workplace cooperation;

- strengthening their ability to foster an enabling legal and institutional environment for social dialogue, including collective bargaining, and sound labour relations, including through targeted training for relevant government institutions and officials;
- establishing new, or strengthening existing, enterprise-level grievance handling mechanisms, supporting legal reforms and promoting social dialogue in enterprises or groups of enterprises;
- improving access to labour justice by revising legal frameworks to extend and protect rights for all, streamlining procedures and reducing costs, and reinforcing the qualifications and capacity of all personnel in courts and institutions of dispute prevention and resolution.

29. At the global level, the ILO will:

- continue to compile data – primarily through ILOSTAT/IRData and IRLEX – and produce policy briefs and resource materials to support action to strengthen social dialogue and labour relations institutions;
- develop knowledge products, including the preparation of a flagship report on the strategic objective of social dialogue and tripartism, and research on how social dialogue, labour relations and access to labour justice can help mitigate and manage crises, strengthen resilience and facilitate transformative change, transitions and adaptations in the world of work;
- in cooperation with the Turin Centre, deliver capacity development programmes, including through virtual means, for tripartite constituents and other concerned stakeholders on social dialogue and labour relations, with a focus on their role in crisis management and sustaining recovery;
- launch promotional campaigns and advocacy materials to promote recognition of the value of social dialogue and tripartism among UN agencies, especially in post-COVID-19 socio-economic responses and strategies to achieve the SDGs.

Outcome 2: International labour standards and authoritative and effective supervision

Persisting challenges, emerging needs and opportunities

30. The Centenary Declaration reaffirms that the setting, promotion, ratification and supervision of international labour standards is of fundamental importance to the ILO. It therefore summons the Organization to have and promote international labour standards that respond to the changing patterns of the world of work, protect workers, take into account the needs of sustainable enterprises, and are subject to authoritative and effective supervision.
31. As countries strive to recover from the COVID-19 pandemic, standards provide a tried and trusted normative foundation to guide Member States in building back better and rendering economies and societies more resilient, fair and inclusive. Standards support policy coherence, provide a level playing field within and across countries to push back at the inequalities exposed by the pandemic, drive productivity gains needed to sustain decent standards of living, and regenerate trust in an open global economy that leaves no one behind.

- 32.** More than ever it is vital that the Organization and its Member States are equipped with standards fit for the purpose of bolstering the resilience of people, constituents and their communities based on decent work and that these standards realize their impact through their ratification and effective application. This calls for building on progress achieved in 2020 with the historic universal ratification of the Worst Forms of Child Labour Convention, 1999 (No. 182), and the entering into force of the Violence and Harassment Convention, 2019 (No.190), two years after its adoption. Updating national ratification records presents an opportunity for all Member States to realize the full potential of standards. Labour administrations can take this opportunity to streamline their reporting obligations and enhance the impact of tripartite consultations and supervisory comments on recovery policies. Equally important to the impact of standards is their continuous supervision. In view of the constraints imposed by the pandemic, during the course of 2020 the ILO supervisory bodies adjusted their working methods to continue reviewing compliance with all ratified Conventions. The success of their work in helping advance social justice rests significantly on their continued ability to review compliance with the most up-to-date standards in particular areas.

The ILO focus in 2022-23

- 33.** The pandemic uncovered pre-existing and new policy gaps that have left many workers and businesses exposed to shocks across all sectors of the economy. Recovery measures must address these gaps and tighten the policy coherence between economic growth, productive employment and decent work envisaged in SDG 8 and informed by international labour standards. Continued efforts will be placed on:
- intensifying the work of the Standards Review Mechanism Tripartite Working Group (SRM TWG) and stepping up support for the follow-up on its recommendations as approved by the Governing Body, including for standard-setting;
 - assisting with the review of the situation of Member States as regards the ratification and effective application of standards with a view to achieving a progressively increasing coverage of each of the strategic objectives of the Decent Work Agenda, while continuing the promotion of universal ratification of fundamental and governance Conventions.
- 34.** At country level, this support will be provided through national mechanisms for social dialogue, labour law reform, labour dispute settlement and human rights protection, enhancing the ILO's role in the UN country teams. At global level, the programme of work will continue to support various innovations to strengthen and enhance the transparency of the supervisory system as decided and periodically reviewed by the Governing Body. More influential outreach will be pursued by expanding cooperation with traditional and new partners.
- 35.** The General Surveys of the ILO supervisory bodies will focus on nurses and domestic workers (2022), who were at the frontline of the emergency response, the majority of which are women; and on gender equality in the context of standards on discrimination, maternity protection and workers with family responsibilities (2023). In view of the impact of the pandemic in different economic sectors, the strategy will also entail increased support for the ratification and application of sectoral standards, including in relation to seafarers, fishers, health and public services personnel, as well as for workers in sectors such as construction, mining, tourism, education and agriculture.

Output 2.1: Increased capacity of Member States to ratify international labour standards

- 36.** The capacity of Member States to advance social justice through the ratification and effective application of standards depends on the Organization's work to have and promote a clear, robust, up-to-date body of international labour standards. Effective follow-up will be given to the recommendations of the SRM TWG, including in respect of the improved design of future standards and a strategic approach to setting the agenda of the International Labour Conference, so that Member States can rely on normative guidance responsive to the changing patterns in the world of work in pursuit of the 2030 Agenda.
- 37.** At the country level, the ILO will support its constituents in:
- undertaking gap analyses and pre-ratification reviews of national laws and practices;
 - conducting tripartite consultations on proposals for ratification and developing the capacity of the social partners to participate effectively in all standards-related consultations;
 - increasing capacity to prepare for ratification and effective application, including through the exchange of ratification and application experience with other Member States;
 - developing and validating national policy papers on international labour standards, with a gender equality and non-discrimination perspective, highlighting their relation with national priorities, the 2030 Agenda and the importance of ratifications covering the entire Decent Work Agenda.
- 38.** At the global level, the ILO will:
- operate a help desk to facilitate the engagement of constituents with the SRM and its follow-up at the national level;
 - accelerate the use of information technology and distance learning in response to constituents' needs, ensuring access to practical and user-friendly information to facilitate ratification and effective application;
 - continue to strengthen partnerships and alliances with the UN system, development partners, development banks and international financial institutions in order to achieve the universal ratification of the fundamental and governance Conventions.

Output 2.2: Increased capacity of Member States to apply international labour standards

- 39.** The ILO supervisory bodies ensure that normative commitments to social justice and decent work are effectively put in practice. The ILO assists Member States in identifying viable options for closing the normative gaps identified by ILO supervisory bodies and preventing disputes.
- 40.** At the country level, the ILO will support its constituents in:
- explaining and addressing comments from the ILO supervisory bodies regarding the implementation of international labour standards;
 - reviewing draft regulatory texts, in particular labour legislation, maritime labour regulations and bilateral agreements governing migration for employment, based on

expertise in comparative labour law, international labour standards and gender responsive drafting;

- improving the access of all workers to effective legal remedies and promoting the enforcement of national labour laws in compliance with international labour standards through strengthened dispute prevention and resolution mechanisms, based on sound diagnostics of the performance of the labour dispute settlement system;
- servicing arrangements for optional voluntary conciliation or other measures as part of the operation of the representations procedure under article 24 of the Constitution, in accordance with decisions taken by the Governing Body.

41. At the global level, the ILO will:

- facilitate the work of the supervisory bodies and their discussions on working methods in order to further strengthen tripartism, coherence, transparency and effectiveness;
- continue to report annually and refine further 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;
- continue to develop the capacity of the constituents, members of the judiciary, labour dispute settlement authorities and legal professionals in collaboration with the Turin Centre.

Output 2.3: Increased capacity of Member States to engage in a forward-looking international labour standards policy

42. 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. To strengthen policy coherence in the multilateral system, the ILO must also build the capacity of the constituents, staff and multilateral counterparts to use international labour standards in framing and implementing national strategies to build back better and achieve the SDGs, focusing on communication, knowledge-sharing and awareness-raising. Simplifying and streamlining reporting obligations reduces the administrative burden and frees up the capacity of labour administrations to invest in standards-related social dialogue.

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

- strengthening their engagement in and ownership of labour standards procedures through effective tripartite consultations;
- complying with reporting obligations on labour standards through capacity development and through the streamlining of reporting on ratified instruments, as per the decisions taken by the Governing Body;
- integrating the ratification and application of international labour standards into national development strategies, Decent Work Country Programmes, UN Cooperation Frameworks and development cooperation projects;
- effectively using the synergies between the ILO supervisory system and UN universal periodic reviews and treaty-based human rights monitoring mechanisms in collaboration with the Office of the United Nations High Commissioner for Human Rights (OHCHR).

44. At the global level, the ILO will:

- pilot and review, in accordance with the guidance of the Governing Body, a streamlined reporting system to simplify reporting obligations, including through baseline-based reporting and facilitating Government responses to consolidated thematic comments, enabling a more coherent and holistic analysis and user-friendly reports;
- build and implement a communication and knowledge management strategy on international labour standards for the benefit of constituents, users of normative knowledge products and partners, with the purpose of increasing the use and influence of standards in the design and implementation of coherent global and national strategies to advance social justice and sustainable development;
- develop and deliver programmes in collaboration with the Turin Centre to stimulate responsive reporting on standards and mainstream standards into UN Cooperation Frameworks; and for staff and constituents to use standards to enhance engagement with development banks and other multilateral partners.

Output 2.4: Increased capacity of Member States to apply sectoral international labour standards, codes of practice and guidelines

45. Sectoral international labour standards are complemented by sector-specific codes of practice and guidelines that support constituents' efforts to address decent work challenges and opportunities in key sectors. These instruments are essential to develop innovative and effective solutions to promote productive employment and decent work in economic sectors, which will be critical for a sustainable recovery from the COVID-19 crisis.

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

- formulating national legislation, policies and programmes to implement sector specific ILO standards and tools, such as codes of practice and guidelines, as well as conclusions, recommendations and resolutions of sectoral meetings as endorsed by the Governing Body;
- strengthening the capacity of sectoral employers' and workers' organizations, as well as governmental entities addressing the needs of specific sectors, to apply standards and tools relevant to the sector;
- integrating sector-specific ILO standards and tools into national policy frameworks, including UN Cooperation Frameworks, Decent Work Country Programmes, sectoral strategies and plans of action.

47. At the global level, the ILO will:

- prepare new sectoral codes of practice, guidelines and other tools as part of the programme of sectoral meetings endorsed by the ILO Governing Body;
- service sectoral meetings of experts and technical meetings, including the Joint ILO/UNESCO Committee of Experts on the Application of the Recommendations concerning Teaching Personnel, the Special Tripartite Committee of the Maritime Labour Convention, 2006, as amended, and the Subcommittee on Wages of Seafarers of the Joint Maritime Commission;
- deliver capacity development programmes, including in collaboration with the Turin Centre, on the effective implementation of sector-specific ILO standards and tools;

- disseminate knowledge on good practices and lessons learned in relation to the application of international labour standards in specific economic sectors for crisis response, recovery and resilience, with particular attention to gender equality;
- advocate for ILO sector-specific standards as an essential vehicle to achieve the SDGs, including through partnerships with other UN system specialized agencies, multilateral organizations and coordination mechanisms, particularly those with a sectoral focus, including the Food and Agriculture Organization (FAO), the International Civil Aviation Organization, the International Maritime Organization, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the UN World Tourism Organization and the World Health Organization (WHO).

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

Persisting challenges, emerging needs and opportunities

48. The devastating socio-economic impact of the COVID-19 crisis and its unprecedented toll on employment and labour markets have pushed many countries to deploy significant resources to safeguard jobs and boost their economies, heavily straining public finances. The crisis has exacerbated persisting inequalities, severely affecting women and youth and workers in the informal economy, clustered in sectors more exposed to the effects of the pandemic. Many of these workers are at risk of suffering long-term consequences of the crisis throughout their working lives.
49. Transformative and timely policy responses centred on integrated and coherent macroeconomic, trade, sectoral, industrial and labour market policies will be critical to prevent economic and employment downward spirals and ensure social, economic and environmental transitions, harnessing the digital technology and considering demographic trends. The coordination of economic, development, employment and social protection policies will be essential to achieve a job-rich recovery and a human and employment-centred, inclusive and sustainable rebuilding of economies, as well as to facilitate a better functioning of labour markets and support transitions to formality.
50. Governments will continue to be confronted with complex and decisive policy choices to ensure strong and inclusive recovery within a limited fiscal space, especially in low and middle-income countries. There will also be opportunities to shape global recovery initiatives to facilitate economic, social and environmental transitions for a job-rich recovery to build back better and greener. This makes the search for solutions to strengthen productive capacities, create more and better jobs, and promote formalization through international collaboration and improved policy coherence even more important.

The ILO focus in 2022–23

51. Building on the work undertaken in 2020–21 and guided by the lessons learned from policy responses to the pandemic and previous global crises, the ILO will focus on enhancing the capacity of constituents to develop and implement the right policy sequencing and mix that provide immediate support to vulnerable workers and to the sectors most affected, while promoting structural transformation and longer-term transitions towards more sustainable and resilient economies. Through updated methods and more effective approaches to delivering policy advice, special attention will

be paid to assisting countries in designing job-rich recovery plans, drawing on and leveraging the portfolio of existing ILO projects. Stronger linkages between national and regional employment policy responses and public and private actors in specific sectors will be pursued as a way to strengthen employment ecosystems. Constituents will be supported to generate more and better information and data for evidence-based policies, including through innovative data collection and analytical methods.

- 52.** The ILO's support will be harnessed through strengthened partnerships and collaboration with international financial institutions and through upscaling current collaboration with other UN entities.

Output 3.1: Increased capacity of Member States to formulate and implement national employment policies in response to the COVID-19 crisis

- 53.** Employment policies are critical in mitigating the deep negative impact of the crisis on jobs and incomes, while strengthening labour markets, promoting inclusion and aiding an employment-centred recovery. To reach these goals, the ILO will contribute to global recovery strategies and support its constituents in developing, implementing, monitoring and reviewing gender-responsive national employment policies to address the effects of the crisis. These actions will take into account future of work challenges, with a strong focus on demand-side measures. They also include enhancing the capacity of constituents and promoting social dialogue, with due regard to the needs of those groups particularly affected by the crisis. While supporting the extension of decent jobs overall, emphasis will be on youth, women and informal economy workers, particularly those hard hit by the crisis.
- 54.** At the country level, the ILO will support its constituents in:
- adopting innovative approaches for data collection and analysis and sharpening the understanding of the effects of macroeconomic, sectoral, labour market and employment policies and their interactions on job recovery;
 - undertaking assessments of the longer-term impact of COVID-19 on the labour market, especially on hard hit groups, youth and women;
 - mainstreaming youth- and women-focused job creation approaches into macro and sectoral policies, including the promotion of employment in the digital and care economies;
 - designing, implementing, reviewing and monitoring (including through reporting on SDG indicator 8.b.1) gender-responsive national employment policies and implementation strategies to address country-specific challenges arising from the crisis, and the implications of future of work trends, such as digitalization and climate change for employment potential in economic sectors;
 - designing and implementing integrated and innovative strategies to facilitate transition to formality in line with the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), and as part of national employment policies.
- 55.** At the global level, the ILO will:
- undertake new research and develop knowledge products on: policies to promote recovery and resilience in the aftermath of the COVID-19 crisis; inclusive structural transformation; labour market transitions for women and youth; future job prospects in services and in the care, digital and green economies; changing trade patterns and

implications for employment; and use of digital technologies to support transitions to formality;

- update guidelines, advisory services and training programmes on the new generation of national employment policies for recovery and resilience, relevant to the different stages of the policy cycle;
- strengthen the capacity of constituents, particularly through online courses and peer learning activities, in cooperation with the Turin Centre, on macroeconomic, sectoral and employment policies; integrated strategies for formalization; the role of digitalization; and employment policy coordination frameworks and international practices;
- foster partnerships and advocate for full, productive and freely chosen employment and decent work globally, including the promotion of the Employment Policy Convention, 1964 (No. 122), and Recommendation No. 204, in particular with regional and international organizations, international financial institutions, the United Nations Development Programme (UNDP), UN Economic Commissions and other UN agencies.

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

- 56.** The COVID-19 pandemic has brought to the forefront the frailty of food systems and highlighted the challenges facing rural economies where decent work deficits are pervasive. Strengthening constituents' capacity to address these deficits through sectoral policies and investments in strategic sectors, as underscored by the Centenary Declaration, is critical. Targeted interventions that promote decent work in rural areas, particularly in the agri-food sector, including fisheries and aquaculture, and generate off-farm opportunities (for example in mining, forestry, manufacturing, tourism and construction) need to be combined with measures to improve infrastructure and services, particularly in respect of health, education and utilities. Such interventions, in the broader context of structural transformation, can help build a foundation for inclusive growth, sustainable development and food security, and can open opportunities for groups for whom the road to decent work can be harder, including women, youth and migrant workers.
- 57.** At the country level, the ILO will support its constituents in:
- developing policies, plans, strategies and measures that promote decent work in specific sectors of the rural economy, and strengthening capacity to implement them;
 - improving relevant legal and institutional frameworks, particularly for sectoral social dialogue in the rural economy, based on relevant sectoral standards and tools, including through strengthening capacity of government agencies as well as sectoral and rural workers' and employers' organizations;
 - implementing targeted interventions to promote decent work and enhance productivity in rural economy sectors, including employment-intensive investment programmes.
- 58.** At the global level, the ILO will
- undertake policy-oriented research on socio-economic issues in key rural economy sectors;

- implement capacity development programmes and design tools for specific rural economy sectors/subjects;
- convene global tripartite meetings on selected rural economy sectors;
- strengthen partnerships with other international organizations to advance policy coherence and programme development in the rural economy.

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

- 59.** Environmental and climate change, biodiversity loss and the management of waste and chemicals bring challenges and opportunities for productive employment and decent work, poverty eradication and the reduction of inequality. The COVID-19 pandemic has made it evident that a healthy life and workplaces, productive economies and decent work depend on a healthy environment. There are opportunities to develop and implement integrated policies to address environmental challenges and foster a transition to a green economy to promote the creation of more and better jobs as an integral part of recovery strategies. The ILO *Guidelines for a just transition towards environmentally sustainable economies and societies for all* can facilitate transformative change in all economic sectors through integrated policies based on social dialogue.
- 60.** At the country level, the ILO will support its constituents in:
- undertaking assessments, diagnostics and analyses of the economic impact of climate change, environmental degradation and resilience on employment, with a particular focus on gender;
 - advancing policies addressing simultaneously the Decent Work Agenda and climate change objectives through social dialogue;
 - formulating and implementing evidence-based and coherent policy frameworks and programmes for a just transition towards environmentally sustainable economies and societies at the national, sectoral or local levels, including indigenous communities, through a new Just Transition Innovation facility serving as a mechanism to support policy innovation;
 - developing and implementing green works and green jobs programmes to address environmental degradation and climate change.
- 61.** At the global level, the ILO will:
- promote a just transition to environmental sustainability through multilateral and regional policy processes in line with SDGs, mobilize resources, and reinforce multi-stakeholder partnerships, in particular through the Climate Action for Jobs Initiative;
 - deliver capacity development programmes on the integration of environmental dimensions in productive employment and decent work interventions, including through peer-review and mutual-learning mechanisms, in collaboration with the Turin Centre;
 - develop and disseminate global knowledge on policies and practices for green jobs creation, green works, the green and blue economies, green jobs for youth and just transition, including through South–South and triangular cooperation.

Output 3.4: Increased capacity of Member States to promote peaceful, stable and resilient societies through decent work

- 62.** The ILO will provide guidance to constituents to enhance investments in decent work promotion in the humanitarian-development-peace nexus in line with the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), which calls for coherent and comprehensive strategies to respond to crises, enable recovery, and build resilience towards future shocks, addressing inequalities and informality. Specific attention will be paid to vulnerable groups, including minorities, indigenous and tribal peoples, persons with disabilities, internally displaced persons, migrants and refugees. The Jobs for Peace and Resilience Programme will be consolidated as a platform for resource mobilization, programme implementation and knowledge-sharing on how productive employment and decent work, underpinned by international labour standards, tripartism and social dialogue, contribute to social and economic progress in crisis environments.
- 63.** In countries facing fragility, the ILO will support its constituents in:
- strengthening knowledge and raising awareness about the importance of creating decent work and improving livelihoods through employment-intensive investment approaches, skills, enterprise, cooperatives and employment services programmes;
 - enhancing preparedness, peacebuilding and resilience through employment-centred strategies for crisis response that include conflict-sensitive and post-disaster assessments, mainstream peacebuilding and post-disaster recovery, and introduce or strengthen good labour practices into projects and programmes;
 - promoting the inclusion of labour-related issues in national strategies and programmes designed to operationalize the humanitarian-development-peace nexus, especially within UN Cooperation Frameworks.
- 64.** At the global level, the ILO will:
- develop operational procedures and implementation strategies and modalities to design, monitor and evaluate peacebuilding results of interventions carried out in the framework of the Jobs for Peace and Resilience Programme;
 - advocate and manage knowledge on employment contribution to peacebuilding and disseminate good labour practices and tools in recovery/reconstruction processes;
 - position the ILO and mainstream the Decent Work Agenda into fragility and peace-related global forums and in UN thematic interagency working groups.

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

- 65.** The impact of the COVID-19 pandemic made labour market transitions even more difficult in an already fast-changing world of work, particularly for young people, older workers, workers in the informal economy and women, among other groups. Targeted and gender-sensitive labour market programmes and employment services are critical to prepare workers, jobseekers and employers to sustain a job-rich recovery. This calls for strengthened capacities of constituents to design and deliver quality and inclusive client-centred services, scale up investments in active labour market programmes,

ensure a coordinated implementation with social protection policies, as well as enhance collaboration and partnerships between service providers in the public, private and third sectors, while optimizing the use of digital services. The ILO will cooperate with the World Association of Public Employment Services, the World Employment Confederation, regional development banks and UN agencies.

66. At the country level, the ILO will support constituents and employment service providers in:

- formulating and implementing inclusive and integrated labour market programmes and employment services (intermediation services, training, self-employment and entrepreneurship support, referrals to public employment programmes and subsidized employment, and other activation measures) to facilitate transitions, with particular emphasis on young and older persons and the digital economy;
- strengthening the capacity of employment service providers and modernizing delivery systems with new technologies, in partnership with other organizations;
- measuring and assessing the results of labour market policies and programmes, including those aimed at improving school-to-work transitions for young people and active employment support for displaced persons, to inform decision-making.

67. At the global level, the ILO will:

- produce and disseminate knowledge products and guidance on labour market programmes to optimize transitions in a post-COVID-19 context, including the *Global Employment Trends for Youth 2022* report and the *Global Employment Services 2022* report, as well as revised guidelines on the regulation of private employment agencies;
- maintain and expand the Decent Jobs for Youth knowledge facility with curated resources on youth employment, as a source for the development of informed labour market programmes and employment services;
- strengthen and expand multi-stakeholder collaboration for effective transitions to decent work, including with global and regional institutions relating to employment services;
- promote capacity development for employment services and labour market programme providers in the public and private sectors in collaboration with the Turin Centre and other organizations, focusing on the design and financing of effective and integrated labour market programmes, the role of digital technologies and inclusion, and employment services for specific target groups.

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

Persisting challenges, emerging needs and opportunities

68. The COVID-19 crisis forced many enterprises to close, suspend, scale down or restructure operations and supply chains, leading to the loss of millions of jobs. Businesses in the informal economy, women-led enterprises and the self-employed have been particularly affected. Lockdown measures accentuated pre-existing challenges and impediments to the growth and sustainability of enterprises, in turn affecting their

capacity to generate productive employment and decent work and to promote innovation.

- 69.** Enterprises play a vital role in both responding to crises and advancing a sustainable and resilient recovery. Their reactivation and growth require an enabling policy and institutional environment leading to increased resilience and productivity, and the generation of decent work. It is urgent to scale up integrated interventions with a focus on entrepreneurship development, digitalization, skills development, access to markets, finance and training, as well as incentives and support for formalizing enterprises and improving conditions of work for all. In the post-COVID-19 context, enterprises have an opportunity to grow through innovation, taking advantage of digital technologies and adopting sustainable business models and practices that generate social and environmental benefits. There is also an opportunity to accelerate the transition towards a greener economy and create decent green jobs by harnessing the capacity of sustainable enterprises in the framework of recovery plans and long-term development strategies.

The ILO focus in 2022–23

- 70.** Building on recent experiences and lessons learned from the current crisis, the ILO's work in this area will encourage interactions between individuals, organizations and institutions that are conducive to innovation, productivity and entrepreneurship, allowing enterprises to learn, adapt and prosper in the long term. This addresses the need of enterprises, in particular micro, small and medium-sized enterprises, for a supportive entrepreneurial ecosystem to bridge productivity gaps and to strengthen their capacity to operate in disrupted markets. This is indispensable to ensure that enterprises provide better incomes, improve working conditions and promote decent work, including by facilitating formalization and preventing informalization of economic units and jobs.
- 71.** The ILO will continue to promote respect for rights at work, especially fundamental principles and rights at work, across enterprises of all sizes, assisting enterprises in implementing OSH measures in the workplace and improving labour relations and social dialogue at all levels. This is needed to curb the negative impact of health and environmental challenges, while simultaneously contributing to the sustainability and competitiveness of businesses.
- 72.** Support for enterprises in the development of soft and digital skills, access to demand-driven apprenticeships and the promotion of a culture of adaptation to the future of work will also be part of the ILO strategy. Increased investment and innovation are required to fully harness the potential of technological progress, as this enables enterprises to expand the quantity and improve the quality of their products and services.
- 73.** The ILO will develop the capacity of governments and employers' and workers' organizations to develop plans for productivity improvement aligned with changing scenarios, promote investments in infrastructure and in logistics, and identify actions to support entrepreneurship in growing sectors. Support will focus on business continuity, job retention and job creation in the short term and will be driven by a longer-term vision anchored in the Decent Work Agenda and the ILO's human-centred approach to the future of work, ensuring that the benefits of technological progress and productivity growth are shared fairly.

Output 4.1: Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises

- 74.** An enabling environment for entrepreneurship and sustainable enterprises is key for generating decent work, productive employment and improved living standards for all. The ILO's work in this area seeks to improve the economic prospects for all enterprises, particularly micro, small and medium-sized enterprises, overcome decent work deficits and ensure that economic activities are environmentally sustainable.
- 75.** At the country level, the ILO will support its constituents in:
- analysing and addressing key policy, institutional or regulatory constraints in the enabling environment for sustainable enterprises, in particular those brought about by the COVID-19 crisis that may affect longer-term recovery strategies;
 - engaging in advocacy and policymaking to improve the environment for nurturing the creation, growth and sustainability of enterprises as generators of employment and promoters of innovation and decent work, including through institutional frameworks that support resilience and productivity of micro, small and medium-sized enterprises;
 - providing recommendations on policies that can facilitate access of enterprises to appropriate financial services;
 - developing or revising policies to promote quality employment and productivity in environmentally efficient and circular economies, and to support enterprises and workers during transitions;
 - developing or reviewing policies and legislation on cooperatives and on the social and solidarity economy, and running a pilot test to apply the Guidelines concerning statistics of cooperatives adopted by the 20th ICLS in 2018.
- 76.** At the global level, the ILO will:
- conduct research to provide new insights and evidence on policy alternatives, and policy-making tools for an improved enabling environment for sustainable enterprises in the post-pandemic conditions;
 - strengthen the capacity of ILO constituents, including through peer reviews and mutual learning, to promote an enabling environment for sustainable enterprises and to monitor the related SDG indicators, in collaboration with the Turin Centre and other partners, such as the International Co-operative Alliance, the Committee for the Promotion and Advancement of Cooperatives, the United Nations Inter-Agency Task Force on Social and Solidarity Economy and the Organization for Economic Co-operation and Development (OECD).

Output 4.2: Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability

- 77.** In an ever-changing business environment, enterprises need to be resilient and harness the potential of technological progress, innovation and digital transformation to achieve greater productivity, generate employment, promote decent work and contribute to sustainable development. Workers need to be able to participate in the success of enterprises and gain a fair share of the benefits from economic activities and increased productivity. Areas of intervention include support to productivity and entrepreneurship ecosystems, within-enterprise productivity and working condition improvements,

harnessing of digital technology, resilience building, entrepreneurship training, financial inclusion and value chain analysis, all as part of a circular economy.

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

- working with national and subnational bodies and institutions that play a key role in the enterprise and entrepreneurship ecosystems, in order to improve business resilience, job retention, productivity and working conditions;
- promoting sustainable entrepreneurship, financial inclusion and the development of micro, small and medium-sized enterprises, targeting particularly women and persons in vulnerable situations, including youth, displaced populations and refugees, and building capacities for the development of market systems and value chains;
- providing training on business management for business resilience, within-enterprise productivity and working condition improvements and enabling access to best practices on productive efficiency and innovation dynamics, in collaboration with local partner institutions;
- implementing initiatives to generate reliable data on productive employment and decent work in domestic and global supply chains, especially in the context of climate change;
- improving access of businesses to relevant financial services and increasing their capacity to update skills, improve working conditions, scale up innovations, adopt more environmentally friendly technologies and more energy- and resource-efficient practices, and generate productive employment and decent work.

79. At the global level, the ILO will:

- develop a conceptual framework for productivity and entrepreneurship ecosystems in specific domestic and global value chains, and pilot test the analysis of market systems from a productivity perspective, with due regard to the strategic objectives of the Decent Work Agenda;
- develop, pilot and implement a comprehensive set of tools aimed at increasing business resilience of micro, small and medium-sized enterprises, with a focus on OSH, risk assessment and business continuity planning;
- in collaboration with the Turin Centre and partners such as the United Nations Conference on Trade and Development (UNCTAD), the OECD and the FAO: (i) build the capacity of ILO constituents to stimulate productivity enhancements and innovation, including through peer reviews and mutual learning; (ii) develop a platform to promote enterprise development, job creation and decent work in the green economy and the circular economy; and (iii) develop, pilot and implement a set of simple digital tools aimed at micro and small enterprises and cooperatives, targeting improvements in management and OSH practices, and promoting workplace cooperation and improved working conditions.

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

80. Formal enterprises are key to creating more and better jobs, reducing unfair competition, increasing government revenue and achieving social cohesion. Based on Recommendation No. 204, the ILO's work on enterprise formalization seeks to reduce

barriers and put in place support and incentives, while strengthening enterprise productivity. This requires assessing the characteristics of informal enterprises and the drivers of informality, identifying and prioritizing suitable interventions, and advocating for appropriate reforms and support programmes.

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

- conducting gender-responsive diagnoses at the national, regional and sectoral levels to assess the nature and characteristics of informal enterprises and the workers they employ and to identify barriers to – and motivations and opportunities for – formalization in the post-COVID-19 context, as a basis to develop evidence-based policy responses and to increase awareness and understanding of the benefits of formalization;
- developing or revising strategies, policies, legislation, government support programmes or other measures to foster the transition of economic units and workers to the formal economy;
- promoting access of informal enterprises to financial and non-financial business development services, including digital technologies, and to markets with a view to enhancing productivity and facilitating formalization, paying due attention to the specific challenges in rural areas and those faced by women-led enterprises and economic units;
- supporting informal entrepreneurs to organize themselves in cooperatives or other social and solidarity economy units to increase their scale of production and to improve returns on their activities, facilitating transition to the formal economy and strengthening resilience.

82. At the global level, the ILO will:

- document and disseminate emerging practices and guiding principles, including among country responses to COVID-19, to foster the transition of enterprises and the workers they employ to the formal economy, as well as to reduce the informalization of the economy and the adverse impact of the pandemic on informal enterprises, with particular attention to groups in vulnerable situations;
- develop the capacity of ILO constituents and key stakeholders at the regional and global levels to facilitate a transition of informal enterprises to formality, including through peer reviews and mutual learning, in collaboration with the Turin Centre and with other relevant partners such as the International Trade Centre and UNCTAD.

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

83. Business policies and practices that are aligned with the Decent Work Agenda and the human-centred approach to the future of work are an essential component of efforts to build back better in the post-COVID-19 context, and are critical to achieving inclusive economic growth and the SDGs. The ILO will support responsible business conduct initiatives globally and nationally through social dialogue, knowledge generation and dissemination, and dedicated policy advice aiming at achieving policy coherence in economic sectors, considering trade, investment and the effects of climate change.

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

- promoting responsible business practices as a central component of socio-economic recovery strategies, especially in the sectors hit hardest by the COVID-19 crisis;
- putting in place policies and supportive measures to accompany businesses' efforts to align their practices with international principles and standards and the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration – 5th Edition (2017)), in partnership with the OHCHR, the UN Global Compact, the OECD and other international organizations as relevant;
- in the context of efforts to align business practices with the MNE Declaration, promoting social dialogue on investment and trade policies and strategies to advocate for foreign direct investment and business practices that result in productive employment and decent work, in partnership with UNCTAD, the World Association of Investment Promotion Agencies (WAIPA) and other international organizations;
- conducting gender-responsive research and promoting evidence-based dialogue on the opportunities and challenges linked to the operations of multinational enterprises and their impact on development, gender equality and the realization of the Decent Work Agenda;
- developing analytical tools, intervention models and projects on eco-entrepreneurship, green and resilient value chain development, and innovation in green technologies.

85. At the global level, the ILO will:

- develop the capacity of ILO constituents and key stakeholders to promote and implement responsible business practices, including in domestic and global supply chains, through peer reviews and mutual learning, in collaboration with the Turin Centre and, where relevant, in partnership with the UN Global Compact, the OHCHR, the OECD and WAIPA, among others;
- facilitate the exchange of experiences among Member States in areas related to inclusive, responsible and sustainable business practices for the realization of decent work and the application of the MNE Declaration;
- share knowledge, lessons learned and good practices on advancing decent work in the circular economy in selected strategic economic sectors;
- provide advice and assistance to enterprises on international labour standards through the ILO Helpdesk for Business.

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

Persisting challenges, emerging needs and opportunities

86. The Centenary Declaration calls for effective lifelong learning and quality education for all, consistent with the framework provided by the Human Resources Development Recommendation, 2004 (No. 195), and the Human Resources Development Convention, 1975 (No. 142). This ambition, aligned with SDG 4 on quality education and lifelong learning opportunities for all, will continue driving the ILO approach to skills development in 2022–23.

87. The COVID-19 crisis disrupted education, on-the-job training, and technical and vocational education and training across the world. Many countries struggled to make the transition towards distance training, and many people lacked the resources to connect online. In addition, the unprecedented job losses in many sectors exacerbated pre-existing challenges, especially skills mismatches and lack of access to skills development opportunities, as millions of women and men were forced to look for alternative occupations.
88. As enterprises and workers adapt to digitalization, there is an opportunity to make skills training accessible to a larger number of people, harnessing the potential of new education technologies, turning workplaces into learning locations and upscaling skills development interventions.

The ILO focus in 2022–23

89. The ILO will continue providing support to its constituents to match skills and labour market needs and to identify, test and scale up appropriate, cost-effective and replicable solutions through an expanded Skills Innovation Facility. The Facility, launched in 2019, will place a strong emphasis on digitalization and new data-led approaches to skills anticipation, with a view to extending the benefits of new technologies to all people in all regions. Furthermore, the International Labour Conference standard-setting discussions on apprenticeships in 2022 and 2023 will provide comprehensive guidance for the promotion of quality apprenticeships to reduce the skills mismatch.
90. In view of the increased demand from constituents for heightened ILO action on skills and lifelong learning, a new proposed “Global Programme on Skills and Lifelong Learning” will provide operational support for expanding ILO technical assistance to member States, mobilizing resources, leveraging and forging partnerships, promoting knowledge-sharing and fostering policy innovations.
91. The ILO will work closely with UN agencies, including UNESCO and the United Nations Children’s Fund (UNICEF); multi-stakeholder partnerships, including Generation Unlimited and the Global Partnership for Education; multilateral and bilateral agencies, including the African Union Commission and the European Union; and regional and international financial institutions, including the African Development Bank and the Asian Development Bank.

Output 5.1: Increased capacity of Member States to identify current skills mismatches and anticipate future skills needs

92. The rapid transformation of industries and occupations is placing new demands on education and training systems. Labour market intelligence and social dialogue can help identify reskilling and upskilling needs, prevent skills mismatches and enable skills systems to anticipate future skills needs. Institutions at the national, sectoral and regional levels require support to use skills intelligence to improve the quality and relevance of training. National and international collaboration on skills anticipation play a key role in addressing these challenges.
93. At the country level, the ILO will support constituents and training agencies in:
 - increasing their capacities to identify and anticipate skills needs, considering changing patterns in the world of work and the impact of COVID-19;
 - developing and implementing, through social dialogue, evidence-based, forward looking and inclusive sector-based skills strategies to identify and address skills needs;

- testing innovative approaches to measure current and potential skills imbalances, including rapid assessments of skills needs, based on the guidelines adopted by the ICLS in 2018;
- designing and implementing interventions to promote skills for a just transition to environmental sustainability as a follow-up to studies conducted in 31 countries.

94. At the global level, the ILO will:

- develop knowledge products – with a gender equality and non-discrimination perspective – on anticipation of skills needs and identification of labour market imbalances based on labour market information, including real-time/big data;
- identify and disseminate good practices on successful skills anticipation interventions, particularly on the Skills for Trade and Economic Diversification methodologies;
- develop and pilot guidelines for identifying and anticipating skills needed to support just transitions to a better future of work in the post-COVID-19 recovery phase;
- develop capacity development programmes on new approaches and methodologies for skills needs anticipation and matching in collaboration with the Turin Centre.

Output 5.2: Increased capacity of Member States to strengthen inclusive skills and lifelong learning policies, governance models and financing systems

95. There is a growing need to develop and strengthen tripartite and whole-of-government approaches to skills and lifelong learning policies and strategies that support structural change, strongly associated with national development plans and sectoral, trade and employment policies. Innovative and sustainable financing models based on cooperation between government and the social partners can provide greater opportunities for reskilling and lifelong learning, including for older workers. The ILO will collaborate with the UN Innovation Network and the UN Office of Information and Communications Technology through the platform Unite Ideas, among other partners.

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

- developing and implementing national skills and lifelong learning policies and strategies, through social dialogue, to address skills needs beyond initial vocational training, with emphasis on gender equality, inclusion and diversity;
- integrating skills and lifelong learning into national development plans, sectoral policies and structural change strategies at national or regional levels;
- establishing or reforming tripartite skills governance mechanisms to improve governance in skills and lifelong learning systems;
- developing and implementing new equitable and sustainable financing arrangements and incentive systems that enable lifelong learning and facilitate innovative solutions to skills challenges faced by individuals and enterprises;
- developing and implementing comprehensive institutional capacity development plans on skills and lifelong learning.

97. At the global level, the ILO will:

- strengthen and expand the Skills Innovation Facility to develop and test gender responsive solutions to key skills challenges, in collaboration with the Turin Centre and

the Inter-American Centre for Knowledge Development in Vocational Training (ILO/CINTERFOR);

- develop policy and technical guidance on financing skills development, focusing on different models, mechanisms, incentives and advocacy measures;
- develop evidence-based policy guidance on links between lifelong learning and social protection, tripartite governance, coordination mechanisms and institutional arrangements;
- identify and disseminate lessons learned and good practices on effective and inclusive governance of skills systems, with the participation of employers' and workers' organizations.

Output 5.3: Increased capacity of Member States to design and deliver innovative, flexible and inclusive learning options, encompassing work-based learning and quality apprenticeships

- 98.** To address the needs of enterprises and achieve better employment outcomes for all women and men, lifelong learning systems should integrate work-based learning as well as core and digital skills in all learning programmes, through social dialogue. Inclusive training programmes need to step up flexible and learner-centred training delivery and create non-discriminatory learning environments, with strong emphasis on gender equality. The growth of online, non-formal and informal learning pathways requires more robust recognition of prior learning systems and continuous recognition of skills through micro-credentials. In light of the impact of COVID-19, youth, women and groups in disadvantaged and vulnerable situations need priority attention. The ILO will collaborate with the Global Apprenticeship Network, the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR), among other partners.
- 99.** At the country level, the ILO will support its constituents in:
- modernizing apprenticeships through the revision of law and systems, and developing country-appropriate models;
 - diversifying learning options and pathways with a focus on promoting Science, Technology, Engineering and Mathematics skills for women and limiting gender segregation in training;
 - developing and implementing inclusive policies and programmes on recognition of prior learning and skills, promoting skills mobility through bilateral and multilateral agreements, and developing programmes to strengthen core skills;
 - designing and implementing targeted initiatives, including vocational guidance and post-training support measures, to improve access to learning, especially for youth, women, older workers, workers in the informal economy and for persons with disabilities and in situations of vulnerability;
 - customizing and upscaling successful methodologies such as Training for Rural Economic Empowerment to promote access to skills to people in rural areas.

100. At the global level, the ILO will:

- prepare analytical reports on apprenticeships for the standard-setting discussions at the International Labour Conference in 2022 and 2023;
- generate and disseminate knowledge products and learning materials on: (i) dual training systems, work-based learning and apprenticeships; (ii) flexible learning pathways, including part-time or full time study, online learning, or volunteering; (iii) strategic human resource development in micro, small and medium-sized enterprises; and iv) social inclusion and gender equality;
- develop and implement global and regional capacity development programmes on core skills, quality apprenticeships and recognition of prior learning, including massive open online courses, in collaboration with the Turin Centre and ILO/CINTERFOR;
- implement regional programmes on skills and migration and in selected migration corridors in the framework of the Global Skills Partnership with the International Organisation of Employers, the International Trade Union Confederation, IOM and UNESCO;
- in collaboration with UN and international agencies, support global advocacy, social marketing campaigns and knowledge-sharing on inclusive skills training and gender equality through skills and lifelong learning.

Output 5.4: Increased capacity of Member States to support digital transitions of skills development systems and develop digital skills

101. Digitalization presents a range of opportunities for skills development systems, supporting the lifelong learning approach. It can improve access to skills development, resource materials, training delivery and assessment. New forms of digital certification support the recognition of learning outcomes, facilitating the mobility of learners and job matching. There is, however, a substantial digital divide within and across countries due to lack of infrastructure, limited educational resources, insufficient capacity of teachers and trainers, and lack of digital skills of learners. The ILO will collaborate with the International Telecommunication Union, the UNDP, and local and global technology actors, among other partners.

102. At the country level, the ILO will support constituents and training providers in:

- assessing basic digital infrastructure and capabilities required for skills development systems, enterprises, teachers and training providers to offer online and blended programmes and deliver digital skills;
- promoting equitable access to digital learning through technical support, partnerships and piloting of innovative low-cost solutions;
- designing and using digital tools and materials, online, distance and blended learning options, to strengthen training delivery, assessment and certification;
- designing inclusive training programmes and certificates to deliver digital skills.

103. At the global level, the ILO will:

- produce an assessment tool on digital preparedness as a basis to develop recommendations to constituents on systemic approaches to e-training and e-certification;
- prepare and disseminate competency-based digital teaching and learning materials to support distance, online and blended programmes, in collaboration with the Turin Centre;
- develop capacities of teachers, master trainers, government institutions, training providers, and employers' and workers' organizations to design and deliver online programmes and assessments and to use new technologies and digital tools;
- develop knowledge products and technical guidance on the design, delivery, assessment and certification of digital skills.

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

Persistent challenges, emerging needs and opportunities

- 104.** The COVID-19 crisis brought to the forefront and exacerbated persistent and pervasive gender inequalities in the world of work, as well as discrimination against and marginalization of certain population groups. In addition to heightened deficits for full and productive employment and decent work in many sectors, some progress before the crisis may stall due to the increased risk of xenophobia, violence and harassment, and the unequal distribution of unpaid care work between women and men.
- 105.** Inclusive policies and targeted measures for disadvantaged groups have emerged as essential to ensuring an equitable recovery that is gender-responsive and tackles discrimination. Policy choices must be based on assessments that address persistent challenges to equal opportunities and treatment for women and groups in situations of vulnerability, including persons with disabilities, indigenous and tribal peoples, ethnic minorities, persons living with HIV, migrant workers and LGBTI+ people. Many of these groups are over-represented in high-risk front-line jobs as well as in the informal economy, which were particularly hard hit by the crisis. The vulnerabilities affecting these groups intersect and overlap with each other, as well as with other factors such as socio-economic status and age, all of which can result in persistent multiple layers of discrimination and stigma.
- 106.** Opportunities for a recovery built on substantive equality and non-discrimination include:
- increased awareness of the critical nature of care work and care jobs, and growing knowledge and evidence to inform policies and measures towards recognizing, reducing and redistributing unpaid care work and increasing investments in the care economy, including for decent care jobs;
 - growing momentum to promote and ensure equal pay through legislation and proactive measures, underpinned by ILO fundamental principles and rights at work;
 - heightened awareness of the relevance of the Violence and Harassment Convention (No. 190) and Recommendation (No. 206), 2019, including during instability and crises, to address violence and harassment in the world of work;

- priority placed by the 2030 Agenda on groups that risk being left behind and on the need to protect and strengthen their rights with inclusive public policies and measures.

The ILO focus in 2022–23

- 107.** The ILO strategy continues to be based on the Centenary Declaration’s call to achieve gender equality at work through a transformative agenda for gender equality, and to ensure equal opportunities and treatment for persons with disabilities and others in situations of vulnerability. In 2022–23, ILO action will more consistently incorporate a men and masculinities perspective, especially to encourage behavioural change and engage men as allies for gender equality, a more systematic analysis of intersectionality and innovative inquiry methods that will be tested to reveal discrimination linked to the pandemic.
- 108.** Strategic partnerships will continue in the context of the European Union and UN Spotlight Initiative on eliminating violence against women and girls; the UN Women – ILO Joint Programme on promoting decent employment for women through inclusive growth policies and investments in the care economy; the project with the UN Foundation on closing data gaps in unpaid care and domestic work; the co-sponsorship of UNAIDS and leading its work on social protection with the World Food Programme; the partnership with the WHO on HIV self-testing at the workplace and on HIV/TB co-infection in the world of work; and the joint project with UNICEF, the UN Partnership to Promote the Rights of Persons with Disabilities, and International Disability Alliance; and joint work with the Indigenous Peoples Major Group for Sustainable Development.

Output 6.1: Increased capacity of Member States to promote investments in the care economy and a more balanced sharing of family responsibilities

- 109.** The increasingly unequal distribution of unpaid care work and lack of care services exacerbated the pandemic’s impact on workers with family responsibilities, particularly women. Promoting recovery and building a more inclusive future of work will require greater investments in the care economy, while improving working conditions and promoting a fairer sharing of care responsibilities.
- 110.** At the country level, the ILO will support its constituents in:
- assessing and promoting investments in the care economy, and formulating gender-responsive policies to support a job-rich recovery, including through investing in care services and related infrastructure and policy areas;
 - building capacity of constituents to measure unpaid care work and design, implement and review care policies, including leave policies and other regulations;
 - designing programmes, through social dialogue, that promote decent and productive employment in the care economy, including for front-line workers in the health, education and aged-care sectors, while considering the needs of migrant workers.
- 111.** At the global level, the ILO will:
- develop new knowledge products on evaluating gender impacts of the crisis and assessing investments in the care economy to support recovery;
 - prepare technical guidance and share good practices on care, leave and other relevant policies, encompassing integrating care issues in national employment and social

protection policies, regulations and practices in workplaces, including in micro, small and medium-sized enterprises;

- design and implement data collection tools and guidance to promote the measurement of time spent on unpaid care and domestic work through time-use modules in labour force surveys;
- deliver training and learning programmes for constituents, in collaboration with the Turin Centre, on decent employment for care workers and care policies to promote a gender-responsive employment recovery.

Output 6.2: Increased capacity of Member States to strengthen policies and strategies to promote and ensure equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value

112. Opportunities for a sustainable recovery with substantive equality and non-discrimination at its core include tackling long-standing barriers to equal opportunities and treatment. A compelling and persistent challenge continues to be gender pay gaps, with growing commitment to tackling these, including through the Equal Pay International Coalition (EPIC), a multi-stakeholder partnership coordinated by the ILO with UN Women and the OECD.

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

- applying diagnostic tools, including testing new methods, to evaluate long-term impacts of COVID-19 on gender inequalities, including pay;
- implementing measures to address existing unequal opportunities, including sex-segregation by occupation and sector;
- strengthening methods for the collection of survey data, including to support the design of evidence-based recovery policies that address gender inequalities;
- developing and strengthening laws, policies and processes, in consultation with the social partners, to reduce gender inequalities, and assisting employers' and workers' organizations in participating in related processes;
- developing and implementing strategies – including in critical or emerging sectors – to prevent crises, enable recovery and build resilience, which respect, promote and realize equality of opportunity and treatment of women and men, and measures to ensure women are empowered to effectively participate in relevant decision-making processes.

114. At the global level, the ILO will:

- produce guidelines and tools to support constituents in quantifying and evaluating how crises affect women and men differently, and the critical importance of gender equality and women's empowerment in preventing inequalities, enabling recovery and building resilience;
- develop knowledge-sharing products on good practices to promote equal opportunities and treatment in emerging sectors and sectors strategic for national development;
- support peer-to-peer policy exchanges and knowledge-sharing as part of EPIC, leveraging expertise across a diverse range of stakeholders.

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

- 115.** Tackling violence and harassment in the world of work is more relevant than ever. Ensuring everyone's right to a world of work free from violence and harassment must be an integral part of any effort to build a sustainable recovery and improve resilience to future crises.
- 116.** At the country level, the ILO will support its constituents in:
- promoting the ratification of Convention No. 190 and its implementation, along with Recommendation No. 206;
 - undertaking pre-ratification reviews of relevant national laws and practices;
 - enhancing the knowledge base – including with innovative data collection methods – on forms of violence and harassment, its motivators, groups disproportionately affected, and higher-risk sectors, occupations or work arrangements;
 - developing their capacity, in collaboration with the Turin Centre, to identify, prevent and address violence and harassment, including in the informal economy and micro, small and medium-sized enterprises.
- 117.** At the global level, the ILO will:
- produce new knowledge products on preventing and addressing violence and harassment based on discriminatory grounds;
 - develop a guide to support the private sector, including small and medium-sized enterprises, to prevent and address violence and harassment;
 - conduct research on linkages between violence and harassment and type of working arrangements, sectors of employment, poverty and working poverty status, exposure to crises and climate change;
 - prepare a report on existing statistics on violence and harassment and on the identification and discussion of the related conceptual issues as an input to the 21st ICLS (2023);
 - develop and disseminate a tool to assist constituents in estimating the cost of violence and harassment in the world of work.

Output 6.4: Increased capacity of Member States to strengthen legislation, policies and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations

- 118.** Ensuring equal opportunities and treatment in a world of work recovering from the pandemic is essential to deliver on the promise of leaving no one behind. This requires evidence and knowledge on persistent as well as new forms of discrimination emerging in the COVID-19 context, a focus on intersectionality, and both targeted and integrated strategies and methodologies for addressing the challenges confronting disadvantaged groups.

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

- implementing disability policies and strategies, including through mainstreaming disability rights into recovery measures and measures for a just transition to environmental sustainability;
- developing and implementing rights-based and tailored HIV policies and programmes;
- building capacities for ratification and effective implementation of the Indigenous and Tribal Peoples Convention, 1989 (No. 169);
- strengthening collection and analysis of labour market disaggregated data regarding non-discrimination and realizing rights of persons with disabilities.

120. At the global level, the ILO will:

- undertake and disseminate research on discrimination and intersectionality based on sex, disability, HIV or other factors, such as real or perceived health status, race and ethnicity, and sexual orientation and gender identity;
- design and disseminate action-oriented knowledge products and policy guidance that promote equality, inclusion and diversity;
- develop and test new methods for disability inclusion, with a focus on skills and employment in digital and green economies, and building on the ILO Global Business and Disability Network's experiences;
- develop and disseminate knowledge and guidance on HIV in the world of work, taking into account lessons learned from COVID-19;
- contribute to steering coherent UN system-wide action concerning indigenous and tribal peoples in line with Convention No. 169, including through participation in capacity development initiatives of other UN entities.

Outcome 7: Adequate and effective protection at work for all

Persisting challenges, emerging needs and opportunities

121. The COVID-19 pandemic has further exposed the uneven distribution of labour protection among workers, hitting some harder because they were inadequately protected against the virus and loss of livelihood. At the same time, the pandemic has accelerated ITC-enabled transformations in work organization (such as telework and digital labour platforms), bringing new opportunities, but also often raising challenges including low and volatile earnings and contracts, unsafe and unhealthy working conditions, long or unpredictable working schedules, and workers' privacy issues. These new challenges come on top of longstanding concerns such as informal work and child labour, which run the risk of rising again with the crisis.

122. Inclusive and sustainable recovery should reassert the importance of all fundamental principles and rights at work. It should build on the inextricable link between global health and the world of work, as safe workplaces and their preparedness for future health and safety emergencies are a prerequisite to workers' health and labour productivity. Protecting wages, especially at the low end of the distribution, will be key to safeguarding both workers' income security and aggregate demand. Working-time arrangements, such as telework and work sharing, if adequately managed, can help workers and enterprises better adjust to volatile economic circumstances. More effective

and evidence-based governance of labour migration will diminish instances of labour abuse and informality, while addressing the labour market needs of host and destination countries.

- 123.** Progress in ensuring adequate and effective protection at work for all is essential to put the world back on the path set by the 2030 Agenda, especially in relation to SDG 8 on decent work and economic growth and SDG 10 on reduced inequalities.

The ILO focus in 2022–23

- 124.** The Centenary Declaration's ambition to strengthen institutions of work to ensure adequate protection of all workers, reaffirming the relevance of the employment relationship while recognizing the extent of informality and the need to speed up transitions to formality, will continue guiding the ILO's work in this area.
- 125.** Efforts to promote the fundamental principles and rights at work as an integral whole will be boosted through expanded partnerships, including with the private sector. Digital technology will be leveraged to recognize employment relationships where they exist, and improve compliance with the law. Evidence and technical assistance to inform wage setting that balances the needs of workers and their families, national economic growth trajectories and sustainability of enterprises will be enhanced. Knowledge and assistance on telework, including its OSH implications, will be deepened, while synergies between Ministries of Labour and Health will be strengthened, including for better health and safety emergency preparedness. Preventing the informalization of jobs and addressing regulatory gaps concerning digital platform work will be prioritized, as will be the inclusion of migrant workers in recovery efforts, including the reintegration of returning migrants in their home countries. Specific initiatives in these areas will be informed by the lessons learned from the implementation of the ILO programme in previous biennia and adapted to the changing socio-economic circumstances and needs of constituents.

Output 7.1: Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work

- 126.** ILO support to Member States in respecting, promoting and realizing the fundamental principles and rights at work will continue to be a priority, in view of the danger of the erosion of these rights due to the COVID-19 crisis. Enforcement and compliance in sectors such as cotton, mining and manufacturing will be strengthened, including along supply chains and recruitment pathways, also for migrant workers. Building on the momentum created by the universal ratification of Convention No. 182 and the UN 2021 International Year for the Elimination of Child Labour, the IPEC+ flagship programme will prioritize enforcement, education and supporting livelihoods, and will monitor progress. Strategic partnerships with Alliance 8.7 pathfinder countries, UNICEF and other relevant stakeholders will be deepened and expanded.
- 127.** At the country level, the ILO will support its constituents in:
- developing stronger policies, legal frameworks and other measures to realize the fundamental principles and rights at work in the context of recovery initiatives, through an integrated strategy that promotes their mutually reinforcing nature, with a focus on freedom of association and the effective recognition of the right to collective bargaining and the elimination of discrimination at work, and by scaling up the Better Work flagship programme;

- building capacities for annual reporting on SDG indicator 8.7.1 on child labour, to be incorporated in the ILOSTAT database, and other indicators related to fundamental principles and rights at work, to support compliance efforts and policymaking;
- harnessing digital technologies to strengthen child labour and forced labour monitoring, mobilizing resources, and establishing or strengthening partnerships with this purpose;
- enhancing their capacities to progressively eradicate child labour, human trafficking and forced labour in partnership with other relevant actors through IPEC+.

128. At the global level, the ILO will:

- update policy guidance to assist constituents in implementing integrated approaches to realizing the fundamental principles and rights at work, drawing on lessons learned and good practices from countries' experience;
- intensify the global ratification campaign of fundamental Conventions with an emphasis on 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), and the Protocol of 2014 to the Forced Labour Convention, 1930;
- develop and disseminate advocacy products to support Alliance 8.7 and IPEC+ initiatives, notably through the V Global Conference on Child Labour and Forced Labour due to take place in 2022;
- update and disseminate the global report on the economics of forced labour.

Output 7.2: Increased capacity of Member States to ensure safe and healthy working conditions

129. The COVID-19 pandemic, on top of the more than 2.78 million deaths per year due to occupational accidents or work-related diseases, has confirmed how essential OSH is for sustainable business, public services and recovery strategies. The ILO will promote OSH as a pillar of national development strategies and frameworks, including in the framework of the ILO Flagship Programme Global Action for Prevention on Occupational Safety and Health (OSH-GAP). Interventions will aim at establishing stronger national OSH systems and better tailored, inclusive OSH strategies and services targeting sectors and groups of workers hardest hit by the crisis. The ILO will also support policy dialogue on the possible inclusion of OSH in the ILO's framework of fundamental principles and rights at work, and will continue the preparation for the new OSH normative instruments on biological, chemical and ergonomics hazards.

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

- formulating or reviewing national policies and programmes for a holistic implementation of OSH standards, with a focus on risks affecting mental health, telework, prevention of major industrial accidents, and redesign of OSH services to reach all workers, notably in the informal economy, irrespective of migrant status;
- adopting comprehensive OSH management systems at all levels, including emergency preparedness;
- strengthening national reporting and notification systems of occupational accidents and diseases and OSH statistics, including for reporting on SDG indicator 8.8.1;

- formulating strategic OSH workforce planning and development of capacities of OSH institutes, occupational health services, professional associations, and employers' and workers' organizations.

131. At the global level, the ILO will:

- update global estimates on work-related diseases and injuries, and enhance the knowledge base on workplace resilience to OSH emergencies, on OSH risks related to telework and on psychosocial hazards;
- disseminate OSH-related knowledge, estimates and practices, including through the Global Coalition for Safety and Health at Work, the World Congress on Safety and Health at Work and the World Day for Safety and Health at Work campaign;
- develop the capacity of OSH officials in government, employers' and workers' organizations, enterprises and occupational health services, including through webinars and digital training platforms, in collaboration with the Turin Centre.

Output 7.3: Increased capacity of Member States to set adequate wages and promote decent working time

132. Recovery to more inclusive economies and societies requires adequate and balanced wages, especially for the millions of low-paid workers worldwide, many of whom work informally. Stronger efforts are necessary to establish adequate minimum wages, as well as collectively bargained wages above existing floors, prevent excessively long hours of work, reduce time-related underemployment and ensure adequate rest periods. It is also crucial to promote working-time arrangements and work organization for better work life balance for women and men, enabling workers and employers to agree on solutions that take their needs into account.

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

- designing and operating adequate minimum wages, statutory or negotiated, taking into account needs of workers and families and economic factors;
- negotiating wages through collective bargaining, taking into account regional or national economic and social indicators, as well as conditions in particular sectors or companies;
- adopting, operating and evaluating measures to enhance efficiency and fairness of pay systems, ensure payment of wages and mitigate the negative impact of economic crisis on wages and employment;
- strengthening laws, policies and measures regarding working-time limits and rest periods, as well as their implementation;
- developing and implementing national laws, policies and measures that promote working-time arrangements and other work organization arrangements, such as telework, that enable work-life balance and adjustments to disruptions to employment or working conditions.

134. At the global level, the ILO will:

- prepare and publish the 2022/23 edition of the *Global Wage Report*;
- prepare a review of wage setting through collective bargaining, including of indicators used in wage bargaining in different contexts;

- convene a meeting of the Subcommittee on Wages of Seafarers of the Joint Maritime Commission with the purpose of updating the minimum monthly basic wage for able seafarers, to take effect as of 1 January 2024;
- prepare a report analysing the implications of the impact of the COVID-19 pandemic on working hours, working-time arrangements, and telework.

Output 7.4: Increased capacity of Member States to provide adequate labour protection to workers in diverse work arrangements, including on digital labour platforms, and in informal employment

- 135.** Many Member States developed innovative labour protection measures in support of workers hardest hit by the pandemic, including in relation to diverse forms of work arrangements and in informal employment. Recovery should build on these measures. In this context, the ILO will give priority to ensuring that certain work arrangements are used for their intended purpose and not to circumvent labour obligations, adapting labour protection as necessary, preventing informalization of formal jobs and promoting the formalization of informal employment in formal enterprises and households, in line with Recommendation No. 204. Knowledge and action on productive employment and decent work on digital platforms will be deepened.
- 136.** At the country level, the ILO will support its constituents in:
- conducting gender-responsive diagnoses about the regulatory environment and compliance gaps in labour protection for workers in diverse forms of work arrangements, including on digital platforms, as well as in informal employment in formal enterprises and households, assessing its incidence, drivers and the vulnerability of the workers concerned;
 - adopting policies, reforming laws and regulations, and improving compliance mechanisms to ensure adequate protection to workers in diverse forms of work arrangements;
 - conducting assessments of crisis-driven risks of informalization of formal jobs to prevent, mitigate or eliminate them;
 - developing integrated policies and revising legislation and compliance mechanisms to facilitate the transition of workers in informal employment to formality and/or prevent informalization of jobs;
 - building the capacity of workers' organizations and organizations of employers of domestic workers to provide services to domestic workers and their employers, respectively.
- 137.** At the global level, the ILO will:
- update research on strengthening labour protection for workers in diverse forms of work arrangements, particularly platform work, and on worker privacy and personal data protection;
 - produce statistical information on women and men in the informal economy (SDG indicator 8.3.1) and contribute to the revision of the statistical methodology on informal work as an input to the 21st ICLS (2023);

- develop practical guidance for conducting risk assessment by labour inspectorates and other relevant enforcement authorities to detect and address informal employment, particularly undeclared work;
- review existing country practices and develop a gender-responsive methodology to assess and address the risk of informalization of formal jobs;
- document the impact of the Domestic Workers Convention, 2011 (No. 189), and the Home Work Convention, 1996 (No. 177), on national laws and their implementation, and formulate policy recommendations to improve their effectiveness.

Output 7.5: Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers

- 138.** The COVID-19 pandemic exposed the widespread protection deficits of migrant workers under current labour migration governance models. Many such workers lost their jobs, had no access to wages and social protection, or were forced to return to countries struggling with high unemployment levels and business disruptions. To build back better, socio-economic recovery efforts should be inclusive of migrant workers, including returning migrants, in the interest of both these workers and the hosting communities. As experience in many countries has shown, failure to protect migrant workers from the virus in workplaces has led to its spread to the whole community. To this end, the ILO will work to strengthen rights-based, gender-responsive labour migration frameworks, institutions and tailored services, through whole-of-government and migration-cycle approaches based on social dialogue.
- 139.** At the country and regional levels, the ILO will support its constituents in:
- advancing wage protection systems, working and living conditions, portability of entitlements and access to social protection and justice, through new guidance, redress mechanisms, delivery of support services, and capacity development of employers' and workers' organizations;
 - fostering tripartite interregional and intraregional dialogue and institutional capacity for the adoption of national, bilateral and regional fair labour migration frameworks based on relevant international labour standards;
 - scaling up intervention models developed in 2020–21 to support socio-economic integration, reintegration of returning migrants, and productive employment and decent work for migrant workers, particularly women and youth;
 - developing the capacity of labour migration governance institutions to advance skills development and recognition for migrant workers through the Global Skills Partnership and other means;
 - in collaboration with UNHCR and other relevant partners, implementing guidance and good practices on labour market integration for refugees and displaced persons, including those impacted by climate change.
- 140.** At the global level, the ILO will:
- undertake joint actions with the United Nations Network on Migration, the Migration Multi-Partner Trust Fund, IOM and other partners in pursuit of the ILO's mandate and

promoting relevant ILO standards, tools and guidance, in the context of the Global Compacts on Migration and Refugees;

- support the implementation of ILO and UN system-wide guidance on bilateral labour agreements, including through pilot interventions across migration corridors;
- launch a knowledge hub for the Fair Recruitment Initiative to develop and exchange research, data and good practices;
- update ILO global and regional estimates on migrant workers, including in the care economy; data on recruitment costs for SDG indicator 10.7.1; and the Guidelines concerning statistics of international labour migration for the 21st ICLS (2023).

Outcome 8: Comprehensive and sustainable social protection for all

Persisting challenges, emerging needs and opportunities

- 141.** The COVID-19 crisis has exposed the devastating socio-economic consequences of systemic shocks in the absence of universal and adequate social protection, taking into account that only 31 per cent of the world's population enjoys comprehensive social protection, while 55 per cent has no coverage at all, especially those working in the informal economy. At the same time, social protection systems have been an indispensable part of a coordinated policy response to the crisis generated by the pandemic. Many Member States have intervened decisively to ensure that people can effectively access healthcare, without creating additional hardship, while supporting job and income security for those most affected, therefore enhancing the resilience of workers, enterprises, economies and societies. Responses have also given prominence to more inclusive approaches to social protection considering the limitations of narrow targeting and tightly monitored conditionalities. In the recovery phase, countries need to reinforce their social protection systems by urgently closing coverage and adequacy gaps through adapted policy solutions; restore and secure the necessary financial resources in a sustainable and equitable way in a challenging economic and fiscal context; and enhance coordination between social protection and employment, economic and fiscal policies.
- 142.** Social protection policies will also need to address persistently high levels of informality and inequality as well as transformative changes in the world of work, driven by technological innovations, demographic shifts, and environmental and climate change, which exacerbate the challenges that social protection systems face.
- 143.** Realizing the important role of social protection as a social and economic stabilizer, countries should seize this opportunity to make the human right to social security a reality for all. Recovery will only be sustained and future crises mitigated if countries move towards comprehensive, sustainable and shock-responsive social protection systems. Social protection policies that enable people to better navigate life and work transitions, structural changes in the labour market and systemic shocks, complementing employment policies, respond better to the Centenary Declaration's call for a human-centred future of work and contribute to the achievement of the 2030 Agenda.

The ILO focus in 2022–23

- 144.** The strategy will continue to be anchored in international labour standards, in particular the Social Security (Minimum Standards) Convention, 1952 (No. 102), and the Social

Protection Floors Recommendation, 2012 (No. 202), and in social dialogue, which underpin the ILO's approach to ensuring comprehensive and adequate social protection throughout people's lives. Work to strengthen social protection systems will be intensified with a view to achieving universal health coverage and extending income security to workers in all types of employment, including in the informal and rural economies, own-account workers, migrant workers and other groups in vulnerable situations. Assistance will focus on health insurance, sickness and unemployment benefits, and on accelerating the development of social protection floors.

- 145.** The ILO will also promote the design of integrated and innovative social protection policy responses to address transformative changes in the world of work and protect workers and employers, while facilitating just transitions. It will further reinforce the capacities of its constituents to formulate, implement and monitor national social protection policies, enhancing coordination with employment policies that support job creation, formalization and skills acquisition. Special emphasis will be placed on advocating for sufficient fiscal space and making the economic case for social protection by promoting linkages between the creation of decent jobs and the sustainability of social protection systems and on strengthening their role in the humanitarian-development-peace nexus. The outcome of the recurrent discussion on social protection (social security) to be held at the International Labour Conference in 2021 will provide further guidance for the development of sustainable and comprehensive social protection systems.
- 146.** The strategy of the Global Flagship Programme on Building Social Protection Floors for All will build on lessons learned to strengthen technical advisory support to countries to achieve the 2030 Agenda's social protection goals. The ILO will further strengthen its engagement with UN agencies and multi-stakeholder partnerships, including the Global Partnership for Universal Social Protection to Achieve the Sustainable Development Goals (USP2030), to deliver coordinated technical advisory services to constituents and to keep social protection high on global, regional and national agendas, making the case for investments in social protection. Building on its recognized international leadership in the management of a holistic system of social protection statistics and indicators, the ILO will leverage its custodianship of SDG indicator 1.3.1 to actively promote the integration of social protection outcomes in UN Cooperation Frameworks.

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

- 147.** Strengthening social protection systems demands increased attention to adapting social protection strategies, policies and legal frameworks, based on social dialogue, to the changing world of work in a gender-responsive way, and ensuring an equitable and sustainable financial basis, including sufficient fiscal space. Specific advice in this regard will be provided working in partnership with other UN entities such as UNICEF, through the Social Protection Inter-Agency Cooperation Board (SPIAC-B) and USP2030, and engaging with international financial institutions to protect and increase social spending levels.
- 148.** At the country level, the ILO will support its constituents in:
- adapting their social protection policies and strategies to address the recovery from the COVID-19 crisis and the changes in the world of work, in particular to extend coverage, enhance the adequacy of benefits and ensure their adequate and sustainable financing;

- ratifying and applying the Social Security (Minimum Standards) Convention, 1952 (No. 102), and other up-to-date social security standards;
- strengthening their capacity to design, implement and monitor social protection systems, in collaboration with the Turin Centre, and to build awareness of social protection;
- deepening strategic partnerships to ensure social protection is included in UN Cooperation Frameworks and is a priority for national SDG financing strategies, including in dialogue with international financial institutions.

149. At the global level, the ILO will:

- develop policy and technical guidance based on good practices about sustainable financing for social protection systems;
- develop online quantitative tools for the costing and assessment of the financial sustainability and fiscal space options for social protection systems, including pensions and health systems, employment injury insurance schemes, and for care services;
- promote the ILO and UN's rights-based approach in line with international labour standards through multi-stakeholder partnerships including the USP2030, the Global Business Network for Social Protection Floors, and the Social Protection, Freedom and Justice for Workers Network;
- engage with international financial institutions on social spending, including in the context of the integrated national financing frameworks for sustainable development, to advocate for fiscal policies that are more enabling for social protection development;
- conduct research on the impact of social protection on poverty, inequality, productivity, macroeconomic stability and as an accelerator to achieve SDG targets, in particular 1.3, 3.8, 5.4, 8.5 and 10.4.

Output 8.2: Increased capacity of Member States to improve governance and sustainability of social protection systems

150. For a sustainable recovery post COVID-19 and greater resilience, strengthening national social protection systems requires a coordinated effort, based on social dialogue, to improve their governance and sustainability, comprising the contributory and non-contributory schemes and programmes that form part of them. This includes, in particular, reinforcing national capacities to design, govern, administer, finance, coordinate and monitor social protection schemes and programmes in line with international social security standards and with the engagement of the social partners. The development and delivery of Inter Agency Social Protection Assessments (ISPA) tools in coordination with UN agencies and development partners will facilitate mainstreaming ILO standards and principles in joint UN work.

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

- improving governance, institutional coordination and rights-based administration and delivery of social protection systems, including comprehensive and robust management and information systems and the use of digital technologies;

- improving financial management and economic sustainability of social protection schemes/programmes for post-COVID-19 recovery, adapted to the world of work and supporting labour market transitions;
- enhancing statistical capacities to monitor their social protection systems and to track progress in achieving universal social protection and relevant SDG targets, through administrative data, surveys and big data, including in the context of UN Cooperation Frameworks;
- enhancing capacities for institutional coordination, administrative and financial governance and education, in collaboration with the Turin Centre;
- elaborating resource packages for workers and employers, and developing a comprehensive training programme including on employment-injury insurance, in collaboration with the Turin Centre.

152. At the global level, the ILO will:

- enhance the collection, analysis, dissemination and use of social protection data, with a more substantial gender content, through the online Social Security Inquiry, the World Social Protection Database and dashboards, and report on progress on SDG indicator 1.3.1;
- develop and pilot assessment and scheme governance tools to build national statistical systems for social protection and assess the adequacy of benefits, social protection financing and social assistance, where relevant in the framework of the SPIAC-B;
- prepare and disseminate the 2023–25 edition of the *World Social Protection Report*.

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

153. Together with other policies, social protection plays a key role in supporting workers during life and work transitions, including from school to work, between jobs and other transitions associated with labour mobility, active ageing, migration, parenting, employment injury rehabilitation, and return to work for victims of work accidents. A special effort will be made to expand maternity/paternity/parental protection and care benefits and services. COVID-19 has added further urgency to ensuring that social protection systems are well adapted and part of integrated policy responses, based on social dialogue, in order to guarantee adequate levels of protection needed by workers and employers, facilitating formalization of workers and enterprises and ensuring the sustainability of social protection systems. The ILO will work closely in this area with relevant partners and in multi-stakeholder forums.

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

- developing policies to integrate social protection/security with skills and employment measures, to support workers and employers during life and work transitions and in times of crisis and recovery;
- developing and implementing innovative strategies to extend coverage to diverse forms of work arrangements and support transitions to the formal economy of workers and enterprises, including micro and small enterprises, combining

contributory and non-contributory schemes and the improvement of administrative systems;

- developing and implementing policies to protect persons affected by shocks, including climate change, facilitating a just transition to environmentally sustainable economies, and facilitating the transition from emergency programmes, including humanitarian assistance, to sustainable social protection systems;
- developing bilateral/multilateral social security agreements and unilateral measures, including social protection floors, to protect current and returning migrant workers and their families, asylum seekers and refugees;
- developing adequate and sustainable financing strategies to support world of work transformations, based on solidarity and risk pooling.

155. At the global level, the ILO will:

- develop evidence-based guidance on adapting social protection systems to the changing world of work, systemic shocks and a just transition to environmentally sustainable economies, including with regard to unemployment protection and integration with skills and employment;
- conduct research and develop guidance for building gender-responsive social protection systems, together with investments in childcare and long-term care services;
- develop guidance to cover workers on digital platforms through adapted national social security legislation and enhanced compliance of digital platforms, and explore options for cross-national coordination;
- develop a methodology grounded in ILO standards on social security to assist countries in undertaking self-assessments of their social security systems and guiding reform scenarios, notably on pensions.

▶ III. Enabling outcomes

Outcome A: Improved knowledge and influence for promoting decent work

- 156.** The Centenary Declaration calls on the ILO to “maintain the highest levels of statistical, research and knowledge management capacities and expertise in order to further strengthen the quality of its evidence-based policy advice” and to intensify the “engagement and cooperation within the multilateral system with a view to strengthening policy coherence”. The realization of these objectives is essential to support ILO Members’ work within countries, but also to enable the Organization to strengthen its global leadership role as a centre of evidence-based knowledge on the world of work and a key partner to shape a human-centred approach to recovery in the aftermath of the COVID-19 crisis.
- 157.** Building on progress made in recent years, the Office will continue to invest in the generation, management and brokering of relevant, reliable and timely research and statistics, with particular attention to sectors and groups most affected by the pandemic, with a view to supporting constituents in the design and implementation of effective, evidence-based policies. These efforts will be grounded in a more consistent and

impactful approach to communications and partnerships with a view to catalysing greater cooperation around integrated policy responses that advance the objectives of the Decent Work Agenda and the priorities of the Centenary Declaration. This will entail more structured collaboration and coordination within the Office and enhanced engagement across the UN, in multilateral processes such as the G7, the G20 and the BRICS countries (Brazil, the Russian Federation, India, China and South Africa), with international financial institutions, and with multi-stakeholder alliances and partnerships.

Output A.1. Enhanced decent work statistics using innovative sources and statistical standards

158. The need for immediate and longer-term responses to the crisis has reconfirmed the importance of timely and reliable data, based on international statistical standards, to inform policymaking. The ILO will continue to compile and disseminate globally harmonized data, especially on decent work-related SDG indicators, and provide technical assistance to constituents in this regard. It will forge stronger partnerships with other agencies and further turn to innovative sources like big data to complement official statistics, through the development of nowcasting models to feed ILO estimates and analyses. The Office will celebrate 100 years of statistical standard-setting through the 21st ICLS in October 2023. The main agenda item for that Conference will focus on the revision of the statistical definition of informality. In addition, the measurement of other concepts, such as labour migration, violence and harassment in the world of work, and new forms of work arrangements, will also be discussed.

159. Specific deliverables during the biennium will include:

- analytical reports and discussion papers to support the work of the ICLS, including revised standards and the definition of informality;
- an enhanced ILOSTAT platform, allowing for decent work disaggregated data, including on specific sectors, to be available on time for countries engaged in policy development, including in the context of UN Cooperation Frameworks and Decent Work Country Programmes;
- enhanced support to Member States in strengthening their labour market information systems through the use of national administrative data and other sources;
- tailored capacity development programmes to support ILO constituents in the production of SDG and other decent work indicators assuring the use of the latest statistical standards.

Output A.2. Cutting-edge research and improved knowledge management to promote decent work

160. To improve support to the knowledge needs of ILO constituents and strengthen its influence at global, regional and national levels, the Office will continue to develop and provide cutting-edge, evidence-based interdisciplinary research. It will also pursue concerted efforts to leverage the expertise and knowledge of tripartite constituents when designing and undertaking research and it will strengthen its knowledge management function to improve knowledge-sharing among ILO staff, constituents and partners. More efforts will be dedicated to ensuring the uptake of flagship reports, research briefs and knowledge products on the future of work by constituents and within the global research and academic communities. The findings and recommendations of

the high-level evaluation on research and knowledge management will drive improvements in this area.

161. Specific deliverables during the biennium will include:

- global and regional reports, briefs and think pieces on the future of work tailored to the needs of constituents, including to inform policy advice and capacity development initiatives in Member States;
- cross-cutting, gender-responsive global, regional and country-specific research projects on decent work issues that provide clear and operational policy recommendations, including at sectoral level, with a view to influencing policy agendas of countries and recommendations of other international agencies and multilateral organizations;
- a strong, consolidated and coordinated knowledge management function to support improved knowledge-sharing, collaboration and monitoring within the Office, as well as the dissemination and uptake by constituents, relevant external networks and development partners.

Output A.3. Communication for increased uptake and impact of the knowledge base

162. The planned, coordinated and timely production of ILO content, as well as its targeted, effective and efficient dissemination, are essential to ensure that ILO constituents and other audiences have access to the knowledge and tools they need to implement a human-centred approach to the future of work. The extraordinary context of COVID-19 has accelerated innovation in this area and the adoption of new online communication methods. The ILO will therefore reinforce strategic communication planning to ensure that relevant knowledge content is shared effectively, considering external contexts and events for greater impact. It will also strengthen its marketing function, prioritizing digital channels, to ensure key audiences receive, engage with and share ILO knowledge content in formats that are relevant and useful to them. All communication content will promote the ILO's core values, including equal opportunities and treatment for all women and men.

163. Specific deliverables during the biennium will include:

- inclusive, audience-oriented communication campaigns, using different formats, technology and in multiple languages, to promote the ILO's key knowledge products, including flagship reports, and foster their uptake and use, including at country level;
- improved channels of communication, including webinars, newsletters and emailing lists, to increase direct outreach to key audiences, in particular constituents, development partners, multilateral organizations and other stakeholders, the public and the media;
- new digital products and platforms to increase the number of visitors coming to the ILO website, following the ILO on social media, attending ILO events and using ILO knowledge products.

Output A.4. Enhanced partnerships for policy coherence and cooperation to achieve decent work and sustainable development results

164. The COVID-19 crisis has demonstrated that timely collaboration and solidarity among different partners are essential to forge effective solutions to shared challenges. The

pursuit of the ILO's human-centred approach in recovery efforts rests on partnerships and alliances with a wide array of actors, drawing also on ongoing cooperation among ILO constituents, to promote policy coherence, in particular in the context of country-level operations, as well as to leverage financing for the achievement of decent work related SDGs and outcomes. The Office will therefore deepen and diversify its partnerships to build and consolidate integrated national and regional policy and financing frameworks, including at sectoral level, focusing on the Decent Work Agenda and related SDGs, as well as to strengthen the alignment of its development cooperation portfolio with the programme and budget outcomes. Work in the biennium will also include continued support to processes in the context of the United Nations Sustainable Development Group, stronger engagement in South-South and triangular cooperation and proactive engagement with the United Nations development system, international financial institutions, and multilateral organizations and processes, especially in the context of recovery efforts.

165. Specific deliverables during the biennium will include:

- global and country-specific technical support and capacity development to consolidate and expand ongoing programmes, facilitate engagement of ILO constituents and partners in global alliances, South-South and triangular cooperation, UN issue-based coalitions, multi-stakeholder partnerships and UN Cooperation Frameworks;
- advocacy products and engagement strategies aimed at facilitating joint work with international financial institutions, including multilateral organizations, intergovernmental groups and regional development banks, focusing on policy coherence for decent work and financing of decent work outcomes prioritized by ILO constituents;
- systematic analysis of resource and funding gaps for the ILO policy work resulting in thematic campaigns and structured dialogues with funding and other development partners from the public and private sector, in line with the UN Funding Compact

Outcome B: Improved leadership and governance

166. The ILO is unique in bringing together governments, employers and workers to set international labour standards and develop policies for the world of work. It is the responsibility of the Organization and its constituents to take a leadership role in advancing its mandate on the basis of the Centenary Declaration, especially in the context of the aftermath of COVID-19. Work during the biennium will continue to make progress towards the goals of the Centenary Declaration by strengthening the leadership and strategic direction of the Organization in shaping the global and national policy agenda for a human-centred recovery with decent work.

167. To enable all constituents to consider, discuss and arrive at agreed policy positions through the Governing Body and the International Labour Conference, the Office will strengthen the agenda-setting process; provide high-quality, independent and timely legal services; and produce evidence-based documents and briefings on policy issues, while ensuring accountability and providing assurance that the Organization continues to achieve its objectives through strengthened oversight and evaluation functions.

168. The Office will continue to maintain its working relations with UN institutional bodies and other relevant entities, including the United Nations Chief Executives Board for

Coordination, the Joint Inspection Unit and the United Nations Evaluation Group, to benefit from good practices in leadership, governance, oversight and evaluation.

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

- 169.** The core mandate of the International Labour Conference and the Governing Body is to provide strategic direction for the Organization's work with a view to ensuring coherence, coordination and collaboration within the International Labour Office to support the constituents in achieving policy outcomes and decent work results, considering the global development agenda and the ILO's role within the United Nations development system. The ILO will continue to make best use of the Organization's tripartite structure and convening authority to lead and shape a human-centred recovery that leaves no one behind, with productive employment and decent work at all levels 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 action that meets the diverse needs of the constituents with the global goals of the Organization.
- 170.** Specific deliverables during the biennium will include:
- authoritative policy outcomes and instruments adopted by the International Labour Conference for the ILO to play a leadership role in setting up a common agenda for building back better and for future crisis mitigation, with productive employment and decent work for all; this will be pursued through enhanced and inclusive political engagement and policy dialogue at global, regional and national forums;
 - improved functioning of the recurrent discussions in light of the resolution on Advancing Social Justice through Decent Work and the framework for recurrent discussions adopted by the Governing Body, as a means of informing ILO strategic priority setting based on a better understanding of the different needs of the constituents and their capacities;
 - further improved strategic planning and programming processes focusing on country-level leadership and impact with clear links between the global objectives and results framework of the Organization with those of Decent Work Country Programmes and UN Cooperation Frameworks, reflecting the diverse needs of countries and ensuring tripartite ownership.

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

- 171.** The Office will continue to provide support to the governing organs with a view to pursuing further improvements in the operations of the Conference, the Governing Body and the regional meetings, and to increasing inclusiveness, transparency and efficiency. This will be achieved through better managed agendas, improved communication with constituents and timely provision of quality meeting documents. Focus will be on supporting the discussion on the democratization of the function and composition of the governing bodies of the ILO, the Conference and Governing Body agenda setting and strengthening constituents' engagement and participation in policymaking and decision making through improved means and tools, taking advantage of technology and based on experience obtained during the pandemic.

172. Specific deliverables during the biennium will include:

- proposals for democratization of the composition of the ILO governing bodies to ensure full, equal and democratic participation in its tripartite governance system and decision-making;
- a periodically revised and shared portfolio of Conference agenda items based on four coordination group meetings held during the biennium and on relevant ILO research and knowledge products developed in a timely manner, as well as on global tripartite meetings, such as meetings of experts and technical meetings, as appropriate;
- regular informal briefings of Governing Body members ahead of Governing Body sessions on the portfolio of Conference agenda items;
- an integrated approach to servicing the governance organs encompassing a streamlined document production process and an integrated on-line database to optimize official correspondence with the possibility of organizing virtual and hybrid meetings as necessary;
- new technology-based forms to complement the existing mechanisms to receive regular constituents' feedback, with the purpose of improving the Office's responsiveness to their evolving needs for information and therefore quality decision-making;
- 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 and compliance

173. The ILO applies 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 (“third line – independent assurance”).

174. In the ILO, a robust internal control framework based upon the Integrated Resource Information System (IRIS), which is now available in every ILO office, 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 of defence, the Office of Internal Audit and Oversight and the Evaluation Office provide an overview of overall performance and compliance, 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 consolidating the operation of this model.

175. 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 integrated evaluation planning system improving coverage and strengthened complementarity between evaluation and other oversight functions;
- innovative evaluation approaches and methods to ensure timely and high quality evaluations and enhanced engagement of constituents, which will provide sound evaluative evidence for improved effectiveness and organizational learning of the ILO, particularly in the context of COVID-19 response and beyond;
- state-of-the-art systems and formats to share evaluation findings regarding the ILO's substantive work that facilitate follow-up to recommendations and their use.

Outcome C: Optimized use of resources

- 176.** The ILO's programme of work is funded from an integrated resource base, which includes the assessed contributions to the regular budget and voluntary contributions from public and private funding partners. To optimize the use of these contributions and ensure they yield sustainable results, the Office needs to have management systems and business processes, supported by an appropriate digital and physical infrastructure, that respond to the needs of and adapt to diverse operational environments, while meeting the necessary quality standards in terms of transparency, accountability and value for money. It is equally important to attract and sustain a highly motivated and performing workforce with the appropriate skills and the highest ethical standards, and to foster an organizational culture that encourages a human-centred approach to change, innovation and continuous improvement.
- 177.** Work in the biennium will focus on improving the impact, quality, responsiveness and efficiency of the Office's support services as enablers of organizational performance, informed by lessons learned and recommendations from audits and evaluations, and aligned with progress in the UN reform.

Output C.1. Improved operational strategies, systems and approaches to increase value for money

- 178.** Value-for-money considerations – economy, efficiency and effectiveness – and the application of ethical standards form the basis of good management and use of public funds. The Office will improve flexible and innovative modalities for integrated management of the resources entrusted to the ILO, applicable to all sources of funds, and for the delivery of services in a more efficient and effective manner, including in countries where the ILO is not physically present. Special consideration will be given to common working arrangements with other UN entities derived from the UN reform and to possibilities to streamline operations and strengthen service provision through digitalization. Further improvements in monitoring and reporting systems will allow for better and more transparent reporting, in line with international standards.
- 179.** Specific deliverables during the biennium will include:
- a consolidated business model for the provision of technical advice and administrative services, including in countries where the ILO is a non-resident agency, by further piloting the outposting of technical experts, systematic remote participation in UN Country Teams through digital means, and common business operations with other UN entities through the mutual recognition of policies, procedures and systems;
 - enhanced strategic budgeting procedures to ensure synergies and the most efficient use of available resources aligned with the programme and budget outcomes;

- enhanced monitoring and reporting systems focusing on how resources are utilized and results achieved, aligned with OECD-DAC, IATI and UN Data Cube standards and the UN Funding Compact, building on progress made in 2020–21;
- improved facilities infrastructure and strengthened travel policies for more efficient energy and resource usage;
- an Environmental and Social Sustainability Framework (ESSF) codifying performance standards for ILO activities, accompanied by adequate application arrangements.

Output C.2. Improved reliability and capacity of the digital and physical infrastructure to support new working modalities and business continuity

- 180.** The COVID-19 crisis has demonstrated the importance of developing an appropriate digital infrastructure for regular operations and business continuity, as well as to facilitate outreach towards constituents and ILO partners. The Office has already implemented a disaster recovery plan that contains detailed instructions on how to respond to a number of potentially disruptive events affecting IT equipment and outputs. Work will continue on extending access to ILO systems, information and knowledge bases beyond the trusted ILO network, facilitated by improvements in IT security in terms of reach and responsiveness. The transition towards a primarily digital production environment will continue, including to better support new communication and knowledge management methods and products.
- 181.** In the area of physical infrastructure, innovation will lead to further improvements in facilities management, by digitalizing business processes, centralizing data management and replacing several obsolete software applications. The Office will continue to focus on ensuring safe and secure operating conditions for both the field and headquarters, with due regard to physical security and occupational safety and health considerations.
- 182.** Specific deliverables during the biennium will include:
- a 24/7 Security Operation Centre to ensure ILO data and accounts are monitored and the cyberthreat landscape is scanned in real time, allowing new weaknesses to be quickly detected and rapidly addressed, accompanied by additional security applications and software upgrades;
 - improved accessibility standards incorporated into the design of all new applications or IT services delivered by the Office;
 - advanced systems to facilitate the production of digital publications, communication, teamwork and information sharing between staff and with the constituents and partners, contributing also to effective knowledge management, reducing the need for travel and enabling better collaboration and service provision;
 - an Integrated Workplace Management System linking facilities management with security and human resources systems, generating efficiencies in the control of physical assets, building access and delivery of support services;
 - enhanced physical infrastructure, improving security arrangements and building access, including a new security pavilion at headquarters.

Output C.3. Enhanced policies and systems to develop a highly performing, motivated and diverse workforce

- 183.** The Office will further develop existing policies and tools to nurture a diverse, inclusive and mobile workforce with the skills required for effective delivery of the ILO mandate. The Office will consolidate an employee-centred approach for talent management and promote a fair, inclusive and respectful work environment to support the development of a highly performing and motivated workforce, where everyone feels valued. Effective human resources policies and leadership initiatives will be developed to ensure that all staff fully understand what is expected of them and are motivated to address the challenges and opportunities of the future of work as reflected in the Centenary Declaration and in the wider UN system. Accountability mechanisms will evaluate performance in a manner that contributes to implementation of improvements and ensures high organizational performance, learning and development.
- 184.** Specific deliverables during the biennium will include:
- strengthened workforce planning and outreach to recruit highly qualified candidates, improve gender parity and geographical diversity, while ensuring the necessary breadth of skills and experience of ILO staff relevant to the three constituent groups;
 - strategic investments in staff development addressing skills gaps in emerging priority areas, talent management and longer-term career goals, ensuring an agile response to evolving constituents' needs and working methods;
 - flexible human resources policies and cost-effective mechanisms to support optimal staff performance, including in an increasingly digitalized and virtual workplace, supported by a better performance management system to ensure that there is a clear accountability line linking the main goals and outcomes of the ILO with expected deliverables of the organizational units, down to individual objectives;
 - enhanced policies and implementation of consequence management measures leading to a respectful working environment, ensuring the highest ethical standards of conduct, including by preventing and addressing sexual exploitation and abuse, violence and harassment, and any form of discrimination and misconduct at work.

Output C.4. Enhanced organizational capacity for change, innovation and continuous improvement

- 185.** The ILO will continue to step up efforts to be future-ready and able to take advantage of the opportunities to advance its social justice mandate and to implement the Centenary Declaration by further developing its capacity to innovate. A workplace culture that encourages staff to propose and implement innovative ideas will be pursued, where staff are given the space to test new approaches, are recognized for efforts to identify improvements and supported in appropriate risk-taking. Staff will have access to the tools and support required to develop innovative new products, services and working methods, contributing to improved responses to ILO constituents' needs and the achievement of results. Improved internal communications and knowledge-sharing will heighten awareness of the importance of innovation for the Organization, the need and opportunities for staff to participate, and the results achieved.

186. Specific deliverables during the biennium will include:

- policies that recognize managers' encouragement of staff engagement in innovation, thereby fostering an organizational culture that supports creative thinking and is open to exploring new approaches;
- incentives that encourage staff to contribute ideas for improvements and devote time to lead or take part in implementing innovation projects, with a view to generating a wider and richer exchange of ideas and motivating staff to collaborate across organizational boundaries;
- a digital platform that will enable staff to participate in Office-wide initiatives to solve problems and improve products, services and working methods, including through online, cross-Office dialogue and multi-disciplinary project teams;
- a range of methods to strengthen team dynamics and staff engagement in order to diagnose challenges, develop solutions and implement improvements applicable in diverse situations.

▶ Draft decision

187. The Governing Body requested the Director-General to take into account the guidance provided during the discussion when preparing the Programme and Budget proposals for 2022–23 to be submitted to the 341st Session (March 2021) of the Governing Body.