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The ILO's Strategic Plan for 2018–21

Purpose of the document

The Strategic Plan is a high-level, visionary document which presents a strategic vision of ILO 2021 and sets out the substantive and organizational steps towards its realization. The Governing Body is invited to comment on and approve the ILO's Strategic Plan for 2018–21.

Relevant strategic objective: All four strategic objectives.

Policy implications: The guidance of the Governing Body will inform the preparation of the Programme and Budget proposals for 2018–19.

Legal implications: None.

Financial implications: None.

Follow-up action required: None.

Author unit: Strategic Programming and Management Department (PROGRAM).

Related documents: GB.328/PFA/2; GB.328/INS/5/2; GB.328/INS/7; GB.328/INS/3; GB.328/INS/17/2; and GB.328/INS/17/1.

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Introduction

1. The ILO approaches its centenary in 2019 with a mandate of extraordinary power and relevance, confronting challenges of unparalleled scale and gravity, and with tripartite constituents who, acting together, have both the opportunity and the responsibility to make the world better, fairer and more secure. In the light of the proximity of the centenary and the world of work and institutional contexts described below, the ILO is confronted by both the need and the opportunity to intensify its work for social justice. Its Strategic Plan for 2018–21 must answer the need and take the opportunity to respond to these needs.
2. The Governing Body has decided that the ILO should have a medium-term “Strategic Plan for the period 2018–21”.¹ This Plan needs to comprise a statement of recommitment to use the ILO’s historic mandate to confront contemporary challenges and to define how that is to be done.
3. The proposals in this document are framed accordingly and in line with constituents’ call for a Strategic Plan that is high level and visionary in nature. Following a brief overview of the state of the world of work and the current institutional context, the document presents a strategic vision, “ILO 2021”, and sets out the substantive and organizational steps towards its realization.
4. Several other items on the agenda of the present session of the Governing Body have informed the Strategic Plan and are directly relevant to its consideration, including: the Preview of the Programme and Budget proposals for 2018–19; the Follow-up to the resolution on Advancing Social Justice through Decent Work: Proposals relating to the modalities of recurrent discussions; Decent Work for Sustainable Development, which addresses the United Nations (UN) 2030 Agenda for Sustainable Development (2030 Agenda); the Agenda of the International Labour Conference; the Follow-up to the ILO Centenary Initiatives; and the Update on the internal reform.² Decisions taken and guidance given on those issues will also bear upon and be highly significant in setting the ILO’s strategic direction in the coming years. Consequently the outcomes of these interrelated discussions will need to be fully coherent.
5. The programmatic proposals through which the Strategic Plan will be translated into action is set out in the preview of the Programme and Budget proposals for 2018–19 submitted to the Governing Body for guidance. It includes ten policy outcomes, three enabling outcomes and four cross-cutting policy drivers.

A. World of work context

6. The world of work continues to be subject to the stress imposed by the inability of the global economy to regain a trajectory of strong, balanced and sustained growth and recovery from the impact of the 2008 global crisis. This presents challenges for all dimensions of decent work.

¹ See GB.320/PFA/3, para. 3, with reference to the alignment of the ILO’s strategic planning cycle to that of the United Nations.

² See GB.328/PFA/2, GB.328/INS/5/2, GB.328/INS/7, GB.328/INS/3, GB.328/INS/17/2 and GB.328/INS/17/1, respectively.

7. High levels of unemployment and underemployment remain a major source of concern. With 38 million people entering the labour market every year and world population projected to reach some 10 billion people by 2050, some 570 million new jobs will need to be created by 2030. Globally, youth unemployment is on the rise again to 13.1 per cent for 2016 (up from 12.9 per cent in 2015), after three years of improvement.
8. Deep geographical imbalances in opportunity and income have been reflected in the movement of people seeking better lives and decent jobs. Today, migrant workers account for 150 million of the world's approximately 244 million international migrants. It is estimated that there will be some 405 million migrants by 2050 who cannot be ignored in future labour and social policies. The existence of some 65.3 million refugees, asylum seekers or internally displaced people globally, resulting from conflict or other situations, also has an impact on labour markets.
9. The global jobs gap is matched by a gap in social protection. Today, only slightly more than a quarter of the world's population has access to social protection and changing demographics will pose major challenges to creating and extending sustainable social protection systems. Some 48 per cent of people above retirement age do not have any regular pension.
10. Despite the commitment made by all ILO Members with the adoption of the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up in 1998, the violation and denial of the fundamental principles and rights that are the subject of the Declaration remain widespread. Discrimination in various forms continues to exclude large numbers from social and economic progress. Certain patterns of gender discrimination, for example, are proving to be highly stubborn. Women still earn on average 77 per cent of what men earn and only 37 per cent of young women participate in the labour market. Some 168 million children remain trapped in child labour, more than half of them, 85 million, in hazardous work and almost 21 million in forced labour (11.4 million women and girls, and 9.5 million men and boys). Freedom of association and the right to collective bargaining are fundamental to decent work: they are essential mechanisms to claim social justice, but are too often under threat, with reduced coverage of collective bargaining being a common and worrying trend in many contexts.
11. In these circumstances, where the contrast between great affluence and unprecedented opportunity for the few, and the exclusion and deprivation experienced by very many more, is so evident, there is renewed recognition of the need to secure peace and stability through policies which address the root causes and concrete manifestations of social injustice. Such considerations have become central to political discourse in all regions, but without yet coalescing into action capable of bringing decisive change for the better.
12. The pent-up demand for policies which deliver decent work and greater social justice has given great resonance to the foundational propositions of the ILO's 1919 Constitution and its elaboration in the 1944 Declaration of Philadelphia, and generated high levels of political interest in the mandate of the ILO with the expectation that the Organization will have an effective response. It has, undoubtedly, also been instrumental in giving to the 2030 Agenda its strong focus on decent work.
13. Nevertheless, this has been accompanied by a questioning of whether the established policy instruments and means of action available both to the ILO and to its member States are as effective as they have been in the past, and sufficiently adapted to labour markets undergoing profound transformational change. The prolonged failure to overcome decisively the negative impact of the crisis is evidence that something is wrong. This could be attributed to a failure of political will to apply the policies that could make the difference or, alternatively, to the absence of effective policies. The possession of a relevant mandate will not, by itself,

guarantee the success of the ILO. It needs to prosecute that mandate by identifying what works in key policy areas under current world of work realities, and advocating persuasively to have them implemented. These are imperatives which need to be addressed.

14. The persistence of crisis conditions in labour markets interacting with deep and rapid processes of change at work has generated policy challenges which are on a scale and of a complexity without precedent in the nearly 100 years of the ILO's existence. Identifying and understanding the megatrends that drive that change – in particular, globalization, technological change, demography, climate change and environmental threats – and designing policies to address their effects on the world of work is central to the ILO's mission for social justice and pursuit of decent work for all.
15. Change is generating increased diversification of the forms in which work is undertaken. It is recognized that sustainable enterprises are key to the generation of jobs and that a policy environment is needed which enables them to succeed on the basis of decent work. But fundamental questions are posed about what enterprises and jobs will look like in the future. Without losing sight of the reality that a substantial proportion of the global workforce operates in conditions of informality, the movement away from the so-called “standard job” based on full-time permanent employment is a reality, documented by the ILO in its analysis of the changing nature of the world of work. Based on ILO estimates, if non-standard forms of employment are defined in terms of non-permanent contracts, then globally 74 per cent of total employment is non-standard with significant regional variations around this figure.
16. The tendency – prevalent throughout the ILO's history to date – to regard such standard forms of work as the general basis for decent work has led to a strong current of opinion that this diversification is bringing with it a degradation of job quality, ushering in a growth in precarity, inferior terms and conditions of employment, and an erosion of rights at work. The alternative view is that this trend offers significant new opportunities and choices and is, in any case, an inevitable precondition of modernity in labour markets.
17. It has been difficult to find common ground between these two perspectives but it is essential to do so in order to achieve decent work for all in a world characterized by diverse and complex forms of work and employment relationships. This is not an entirely new strategic policy challenge. However, it is gaining in importance and in urgency as the diversification process advances.
18. In this context, a unifying approach could be based upon the established commitment in the 2030 Agenda to the elimination of poverty and the central role attributed to decent work for all in achieving that objective. It follows that no woman or man engaged in full-time work should receive income below that which is required to keep her or him out of poverty. Tackling the needs of the working poor is an intrinsic part of the overall effort to address global poverty as reflected in the 2030 Agenda and this is, in turn, a starting point for addressing the issues arising from the growing diversification of work forms.
19. The processes of social dialogue and tripartism, which are inherent to the life of the ILO and one of the strategic objectives of the Decent Work Agenda, have come under pressure from various sources in recent years.
20. There is compelling evidence that countries with well-established and robust institutions and traditions of social partnership and cooperation have historically used them to great advantage and have been able to navigate the impact of the crisis better than others. At the same time, tripartism has not always survived the stress test of the crisis where decision-makers have sometimes viewed it as unhelpful in the search for policy solutions in conditions of often intense financial and competitive pressures. Nor have the operation and established actors of social dialogue always been immune from the general loss of popular confidence

in the institutions of public life which has taken place in many countries in the face of their perceived incapacity to provide satisfactory responses to intractable social and economic difficulties.

21. In addition, loss of membership of workers' and employers' organizations is a significant challenge to their effectiveness in many countries. It can have the effect of limiting the resources they can bring to the task of representing their constituents' interests, in situations which are often of considerable complexity and place growing demands on their technical capacities. Furthermore, it should not be ignored that the levels of representativeness of the social partners have consequences for the legitimacy and public acceptance of the outcome of tripartite processes.
22. Tripartism is the ILO's key comparative advantage and it must be central to all aspects of ILO activity. Yet its contribution to the world of work is generally judged by the results it produces rather than as an issue of pure principle. It has enormous potential – nationally, regionally and globally – to play a central role in the formulation of policies for decent work and social justice. The success of tripartism depends on the existence of strong, representative and independent organizations of workers and employers interacting with each other and with governments in full mutual respect and in a supportive institutional framework. It requires that the tripartite actors be equipped with the necessary capacities, and that they are enabled to make their contribution in a context of well-designed institutions and processes which give tripartism substance and consequence.

B. Institutional context

23. There are four institutional factors which together provide both substance and an enabling environment for the implementation of the Strategic Plan:
 - (i) the Centenary Initiatives;
 - (ii) the 2008 ILO Declaration on Social Justice for a Fair Globalization (Social Justice Declaration) and the 2016 resolution on Advancing Social Justice through Decent Work;
 - (iii) the 2030 Agenda; and
 - (iv) the ILO's reform agenda.
24. The fact that the ILO's centenary in 2019 falls at the midpoint of the period of the Strategic Plan for 2018–21 has a number of consequences. The first is that with a view to this historic milestone, the ILO has already agreed on a number of Centenary Initiatives which are of major strategic significance for the Organization and which logically must constitute central pillars of the Strategic Plan. This means effectively that significant components of the Strategic Plan have already been put in place by the Governing Body. Nevertheless, they will need to be further elaborated and woven into a broader and coherent strategic approach.
25. The second is that the centenary session of the International Labour Conference (Conference) provides an unparalleled opportunity to take stock of the activities and working methods of the Organization and its capacity to advance its mandate for social justice in conditions of transformative change in the world of work. The Future of Work Initiative has been agreed with this opportunity in mind, and the option of the adoption by the Conference at its 2019 session of a Centenary Declaration has been raised as one possible way of taking fullest advantage of it. The Governing Body will need to give early consideration to whether it wishes to pursue this option and, if so, how. It would be essential that any such Declaration

has political weight and declaratory power comparable with those of the Constitutional texts of 1919 and 1944 if it is to fulfil the purpose of equipping the Organization to meet the challenges of its second century of existence.

26. Since the outcome of the 2019 session of the Conference cannot be anticipated, the Strategic Plan acknowledges the need to accommodate its eventual outputs and incorporate them into the Organization's work.
27. The resolution on Advancing Social Justice through Decent Work, adopted by the Conference in 2016, constitutes a powerful tripartite endorsement of the importance of the 2008 Social Justice Declaration, both in informing the ILO's actions up to and beyond its centenary and those of member States, including in taking their full and active role in the 2030 Agenda. The Conference gave detailed and precise instructions for action to achieve the full potential of the Declaration, and asked that its views be taken into account in the preparation of the Strategic Plan for 2018–21.
28. In the resolution, the Conference reiterated that the four strategic objectives of the Decent Work Agenda – employment, social protection, fundamental principles and rights at work, and social dialogue – continue to be the contemporary expression of the ILO's social justice mandate. It called for ILO action under the headings of: strengthening of the results-based management framework and Decent Work Country Programmes (DWCPs); institutional capacity building; research, information collection and sharing; and partnerships and policy coherence for decent work.
29. The adoption by the UN General Assembly of the 2030 Agenda in September 2015 has been widely acclaimed as a profound commitment by the international community to bring an end to poverty and hunger, to protect human rights and promote gender equality, to combat inequalities, to build peaceful, just and inclusive societies, and to ensure lasting protection of the planet and its natural resources. From an ILO perspective, it is crucial that there has been explicit recognition of the central place of decent work as an instrument and goal of sustainable development and, hence, as an unprecedented opportunity to engage not only member States but also other organizations of the multilateral system in its promotion.
30. The End to Poverty Centenary Initiative has been established as the vehicle for the ILO's contribution to the implementation of the 2030 Agenda and was the subject of the Director-General's Report to the 2016 session of the Conference. The Conference discussion underscored the importance of national tripartite ownership of the 2030 Agenda with its full incorporation in national development strategies and of the role of international partnerships. In addition, it also reflected the understanding that, while Sustainable Development Goal (SDG) 8 with its explicit commitment to the promotion of decent work is of central importance to the ILO, that should not divert the Organization's interest from other Goals, since decent work issues are addressed in many of them.
31. The ILO has undertaken a major process of reform since 2012, which has been guided by and reported on regularly to the Governing Body. Subsequently, all the components of the reform agenda have been addressed, with the Business Process Review providing the basis for ongoing improvement of all ILO activities. It is recognized that there is unfinished business in respect of some reform issues – notably communications and the “One ILO” objective of bringing headquarters and regional services into closer cooperation and greater synergy.
32. The record of reform and the continuing commitment to improvement have important implications for the Strategic Plan. The first is that the achievements already recorded through reform have strengthened the ILO's capacities in terms of quality, quantity and coherence, so that implementation of the Strategic Plan will begin at a higher level of

readiness for its delivery. Secondly, steady improvement up to and during the period of the Strategic Plan will, in addition to its qualitative dimensions, permit the continuous redeployment of resources from back-up and administrative functions to the technical and analytical work and units which are directly engaged in policy work and the delivery of the Organization's mandate. The Office is investing considerable effort and resources in generating the efficiency gains that make this possible and for the return on that investment to be realized over the period of the Strategic Plan.

C. Strategic vision: ILO 2021

33. The constitutional obligation of the ILO is to pursue its social justice mandate as defined in the Preamble to the 1919 Constitution and the 1944 Declaration of Philadelphia. The objectives set out in those texts are to be promoted comprehensively through a balanced approach to each of the four strategic objectives that constitute the Decent Work Agenda which remains the contemporary definition of social justice in the world of work.
34. The pursuit of the ILO's social justice mandate and the strategic vision for 2018–21 are set in a context of transformative change where “conditions of labour exist involving such injustice, hardship and privation to large numbers of people as to produce unrest so great that the peace and harmony of the world are imperilled; and an improvement of those conditions is urgently required”.³ Although written in 1919, these are the circumstances today. The ILO has the responsibility to re-affirm with confidence and conviction its founding principles and values and their role in establishing just and stable societies as well as the means to bring about this improvement. The ILO 2021 vision is that of an Organization which has seized the opportunity to do so.
35. The strategic vision is founded on the conviction that the ILO's tripartite constituents recognize that their cooperation is key to the realization of social justice and hence securing peace in the rapidly changing environment and are committed to working together to achieve the ILO's goals in accordance with its Constitution.
36. The Strategic Plan will drive action to shape an ILO 2021 that has significantly enhanced its influence as an actor and advocate for social justice. ILO 2021 will have:
 - (a) reinforced significantly its capacities to deliver quality services to its constituents and member States to realize social justice through the Decent Work Agenda and systematically incorporated the imperative to better understand and respond to constituents' needs;
 - (b) increased significantly its capacity to reach out to, and address the needs of, those most vulnerable and disadvantaged in the world of work, including those in poverty and those affected by situations of conflict and fragility, and by egregious violations of fundamental rights and freedoms;
 - (c) sustained and reinforced its normative function through a robust and relevant body of international labour standards supervised in an effective and authoritative system enjoying the full confidence of its tripartite constituents in light of the 2008 Social Justice Declaration's recognition of the need to “promote the ILO's standard-setting policy as a cornerstone of ILO activities by enhancing its relevance to the world of work, and ensure the role of standards as a useful means of achieving the constitutional

³ Constitution of the International Labour Organisation, Preamble.

objectives of the Organization".⁴ It will have supported Members' efforts towards ratification of standards, progressively increasing coverage of each of the strategic objectives as called for in the Social Justice Declaration;

- (d) strengthened significantly its role as a knowledge leader, its understanding of transformative changes in the world of work and its capacity to respond effectively to major emerging issues and, by virtue of this, is recognized as the global centre of excellence in labour statistics, research, knowledge management and policy development in all relevant areas;
- (e) become a leading actor in the implementation of the 2030 Agenda in support of national strategies of member States and an effective advocate, actor and partner for the promotion of decent work in relevant national, regional and international arenas; and
- (f) increased significantly its capacity to perform as an effective and efficient organization, using efficiently all resources entrusted to it and delivering value for money services to its member States.

D. Realizing the vision: The what and the how

The what

- 37. Notwithstanding the breadth and depth of the substantive issues which fall within the ILO's mandate, it is recognized that the Organization must prioritize a limited number of them in the allocation of its resources if it is to have meaningful and lasting impact.
- 38. Priorities need to be selected on the basis of their importance to the widest range of member States, the potential for the ILO to make a real contribution to them, and their relevance to the goals of social justice. In that respect, and in line with the 2030 Agenda, issues which concern the most disadvantaged or vulnerable people merit particular attention. Additionally, there is a need for a balanced distribution of attention and action across all four strategic objectives of the Decent Work Agenda.
- 39. The Governing Body will approve selected issues for substantive focus in the form of policy outcomes for the two successive biennial programme and budgets which will be implemented during the period of the Strategic Plan.
- 40. In making these selections there will need to be a balance of continuity and adaptation to meet emerging challenges. Continuity, because it is reasonable to suppose that the ILO can only have a real impact on major policy issues over a number of biennia; adaptability, because the world of work is changing quickly, lessons need to be learned, and the wider international policy agenda in which the ILO must act will also evolve.
- 41. The need to respond to climate change and related environmental issues, the scale and complexity of new patterns of labour migration and mobility, and the challenges arising from new methods of global production and work organization, are notable examples of the evolving policy agenda.

⁴ ILO Declaration on Social Justice for a Fair Globalization, 2008, Preamble, pp. 8–9.

42. To support the policy outcomes, it is essential for the ILO to maintain a limited number of cross-cutting issues which should be a permanent part of all of its areas of work by virtue of their constitutional or otherwise strategic value.
43. Gender equality and non-discrimination, international labour standards, and tripartism and social dialogue have previously been identified as necessary cross-cutting policy issues and will continue to be during the period of the Strategic Plan.
44. It is proposed that to these should be added the issue of environmental sustainability. The consensus that now prevails on the urgent need to set the world of work on a just transition to a sustainable development trajectory, reaffirmed through the Paris Climate Change Agreement, provides the need and the justification for the addition of environmental sustainability as a fourth cross-cutting issue.
45. The Governing Body's approval of the seven Centenary Initiatives places them at the centre of the ILO's work for the period up to and beyond 2019. They are all integral to this Strategic Plan. They are heterogeneous in nature; most relate to the substantive issues referred to above but the Governance Initiative essentially addresses the governance of the Organization. The Centenary Initiatives inform and steer the policy and enabling outcomes and will equip the Organization to effectively take up future challenges and carry its mandate for social justice into its second century. They contribute to a better focus of ILO's interventions to achieve its objectives.
46. *The Standards Initiative* has the strategic purpose of ensuring that the relevance of the ILO's standards-related activities is enhanced and that the Organization has a relevant and updated body of standards which serve its constitutional objectives and a system for their supervision which is both authoritative and has the committed support of its tripartite constituents. This Initiative will remain the vehicle for the Standards Review Mechanism. The success of this Initiative is relevant to all aspects of ILO work, as international labour standards constitute both an outcome in their own right and a cross-cutting policy driver to achieve the ILO's policy outcomes.
47. *The End to Poverty Initiative* provides the overall framework for the ILO's contribution to the implementation of the 2030 Agenda. The Organization has an important role to play in addressing many dimensions of the 2030 Agenda, particularly, but not only, in relation to the implementation of SDG 8, which commits member States to "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all". Specific elements of the Decent Work Agenda are included under many of the other SDGs. This will require enhanced collaboration within the UN system, including at the country level through DWCPs and the building of strategic alliances as called for by the resolution on Advancing Social Justice through Decent Work. In partnership with the tripartite constituents, the ILO will ensure that the Decent Work Agenda also has a place in national 2030 strategies, as it has in the global agenda.
48. As a global partner, the ILO will contribute to the follow-up and review mechanisms which will ensure accountability in the implementation of the 2030 Agenda. The work proposed during the period of this Strategic Plan also aims at strengthening the capacity of ILO constituents and member States to conduct regular and inclusive reviews of progress and to identify the most suitable regional forums for this purpose. In addition, as possible custodian of approximately 13 SDG indicators, the ILO will look to ensure that member States have the capacity to collect the necessary data and to monitor the SDG indicators.
49. *The Women at Work Initiative* will help build an evidence base on which to develop and implement innovative measures to advance the ILO's work for gender equality and non-discrimination as essential components of social justice. The considerable and recognized

contribution of the ILO to the pursuit of gender equality needs to be taken forward to its full conclusion. This requires improved understanding of the complex and contextually specific structural obstacles to equality which persist, often in spite of the enactment of legislation against discrimination. This also implies giving specific attention to groups of women workers who are particularly vulnerable to discrimination, poverty or exclusion. The Initiative directly addresses the central message of the 2030 Agenda of “leave no one behind” and, in synergy with the End to Poverty Initiative, it will be an essential response to SDG 5 on the achievement of gender equality and the empowerment of all women and girls.

50. *The Enterprises Initiative* will continue to build strategic partnerships with enterprises to extend the Organization’s reach and influence in promoting decent work at the enterprise level. It will enhance the ILO’s relevance to, and strategic interests in respect of, enterprises on whose creation and sustainability the generation of decent work heavily depends. The Initiative provides a framework and methodology for the ILO to engage with enterprises, including through global supply chains, in order to address their needs and offer services to them. This Initiative underpins the promotion of sustainable enterprises and includes strengthening the Office’s work on the enabling environment for sustainable enterprises and to the ILO’s engagement with the private sector in relation to the 2030 Agenda.
51. *The Future of Work Initiative* stands as the centrepiece of the centenary activities. It will enable the ILO to sustain its capacity to pursue its social justice mandate in conditions of transformational change in the world of work. It will be supported by the ILO’s research, statistical and analytical activities and tackle key policy issues as identified in the four centenary conversations which provide structure for the national “future of work” dialogues under way in over 130 member States. This Initiative influences the work of, and is informed by, the other six Centenary Initiatives. For example, analytical work on demographics, migration and technological change will inform policy work steered by the Women at Work, Green, and Enterprises Initiatives, while work under the End to Poverty Initiative, including the application of tools and the design of interventions at the country level, will feed into the Future of Work Initiative.
52. In the first part of the period covered by the Strategic Plan, the Future of Work Initiative will be implemented through the work of the High-Level Global Commission on the Future of Work and the discussion to take place at the 2019 session of the International Labour Conference. In the subsequent two years, activities will depend upon the outputs of the Conference.
53. *The Green Initiative* is the vehicle for the ILO to respond to the imperative of managing a just transition to an environmentally sustainable world of work. It has the strategic role of building environmental sustainability into all aspects of ILO work. The fact that this imperative has been universally acknowledged in a relatively short space of time means that the ILO will need to build up its own capacities and those of its constituents in areas in which they may not have had significant knowledge or awareness in even the relatively recent past.

The how

54. Achieving success depends not only on working on the right substantive issues but also working on them in the right way, by strengthening the ILO’s operational capacity to deliver. This Strategic Plan therefore requires the ILO to be attentive to improving its organizational efficiency and effectiveness and to ensuring that the ILO remains accountable, relevant and influential. The *Governance Initiative* contributes to these goals.

55. *The Governance Initiative* will continue to focus on ensuring the fullest engagement of the tripartite constituents in the decision-making and priority setting of the Organization. It includes the major reforms of the Governing Body and the Conference which are already well advanced.
56. During the period of the Strategic Plan, the focus will be on the follow up to the evaluation of the Social Justice Declaration and clarifying the role, and improving the functioning of, Regional Meetings. Building on the work undertaken since 2012 and the successful reforms trialled in 2015, the Governance Initiative will keep under review the measures taken to improve the functioning of the Conference and the Governing Body.

Strengthening accountability for results

57. The measurement and monitoring of results has been strengthened and this will continue in the next Programme and Budget in line with the results-based management principles to which the Organization is committed. These measures allow the ILO's governance bodies to have better insight into how the Organization's work has contributed to producing desired results and impact. Improvement must be strived for in spite of the real challenges in the quantification of ILO targets which, by their nature, may not lend themselves easily to measurement. This will be backed by a strong evaluation function. Evaluation, monitoring and review are key means of assuring accountability to constituents. They are also feedback mechanisms that yield objective information on progress in implementation and on results achieved and enable learning from past experience. Further improvements will be supported including the development of a strong evaluation culture for organizational learning, so that the evaluation function can operate in a methodical, systematic, rigorous and cooperative manner.
58. Assuring the relevance of ILO work requires the capacity to better understand the needs and priorities of constituents and to respond usefully to them. At the global level, the Conference recurrent discussions under the Social Justice Declaration are one of the ILO's strategic tools specifically designed to help it to do this. ILO action to effectively assist its Members also entails continuous support to strengthen the capacity of constituents to better understand and address increasingly complex world of work issues. The International Training Centre of the ILO in Turin (Turin Centre) will play an important role in this regard. Future action will draw on the relevant provisions of the resolution on Advancing Social Justice through Decent Work.
59. At the national level, DWCPs have a crucial role in capturing constituent needs and designing appropriate ILO responses to them. In this regard, all DWCPs should comprise a balanced and integrated approach to promote all decent work strategic objectives and cross-cutting issues, reflect genuine tripartite views and ownership, and include realistic and measurable outcomes in line with Office guidance, which has been revised in light of the resolution on Advancing Social Justice through Decent Work. Measures to support the production of improved DWCPs will continue, including the updating of guidance as required and the production of relevant tools and training for staff and constituents.

Investing in research, statistics and knowledge management

60. The indispensable precondition for the levels of excellence which the ILO must attain in its technical and analytical work is the reinforcement of its research, statistical and knowledge-based capacities. As a knowledge organization, the ILO has already invested heavily in these areas and must continue to do so, in accordance with the guidance provided in the resolution on Advancing Social Justice through Decent Work. This requires the ILO to become a better

creator, compiler, broker and disseminator of research findings, statistics and information. Particular effort will be devoted to further develop a framework for decent work indicators that allows member States to measure their progress towards decent work according to their national needs and circumstances, as well as to support their capacity to report progress towards the SDGs.

Enhancing partnerships and policy coherence for decent work

61. Both the Social Justice Declaration and the resolution on Advancing Social Justice through Decent Work instruct the ILO to develop partnerships with a variety of external actors. The primary added value of partnerships lies in the potential to benefit from the knowledge and experience of others, to promote policy coherence on the basis of ILO values and objectives and to mobilize the efforts of others in pursuit of these objectives. Partnerships may equally offer opportunities for resource mobilization.
62. On the basis of important progress already made, partnerships will include cooperation with other international organizations, including in the implementation of the 2030 Agenda; with private entities, including in the framework of public–private partnerships and the Enterprises Initiative; with regional and international groupings of member States; and with relevant non-state actors, including academic institutions and think tanks, as foreseen by the Social Justice Declaration and the resolution on Advancing Social Justice through Decent Work.
63. With respect to resource mobilization, the ILO is committed to improving its donor relationships, diversifying its funding partners and defining a level of ambition for the Organization overall in order to ensure that it raises the required funds to respond effectively to its Members' expectations.

Strengthening effective and efficient use of ILO resources

64. Continued commitment and initiatives to ensure the most efficient and effective use of all resources available to the ILO will be integral to the delivery of the Strategic Plan. Special emphasis will be placed on the following three complementary resource components.
65. Firstly, the ILO will strengthen its efforts to adopt an integrated approach to the use of its financial and human resources. The tendency for organizational compartmentalization, either by virtue of geographical location (at headquarters in Geneva or in the regions) or source of funding (regular budget or extra-budgetary), is essentially artificial and harmful to the optimal deployment of resources. This should be countered by renewed efforts to promote the “One ILO” approach, and by exploiting the potential for synergies between activities financed from different sources of funds.
66. Secondly, the effective and efficient management of human resources is key to sound organizational performance. The strategic elements for further improvements in this regard are in respect of determined implementation of the mobility policy, significant improvements in performance management and living up to ILO responsibilities on geographical diversity and gender equality. An organizational learning culture will be encouraged and the Turin Centre will also have a key role to play in staff development.
67. Thirdly, the redeployment of resources from back-up and administrative functions to the frontline ones, which ultimately deliver on the Organization's mandate and constitute its value, remains a priority. The comprehensive review of all business processes across the

Office is expected to yield considerable efficiency gains which, once realized, will allow for the redeployment of resources from administrative services to policy and technical work. This will be in conjunction with improving the quality and efficiency of administrative processes.

- 68.** In the course of 2016, Business Process Reviews have been undertaken in four administrative units (Financial Management Department, Strategic Programming and Management Department, Partnerships and Field Support Department and the Procurement Bureau). This has identified the potential for substantial savings through improvement of internal procedures and working methods. It is anticipated that comparable savings can be generated from other units which will be subject to corresponding review in the remainder of the current biennium and in the next. Once account is taken of the need for reinvestment of resources, notably in information technology in order to generate these savings in full, and the human resource issues relevant to their realization over time, the efficiency gains which will accrue to the Organization in the period of the Strategic Plan will be the equivalent of at least 60 posts, which will be redeployed to the ILO's front line technical and analytical work.

Draft decision

- 69. The Governing Body approves the ILO's Strategic Plan 2018–21 as presented in the present document.***