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Preview of the Programme and Budget proposals for 2024–25

Purpose of the document

The Government Body is invited to comment on the preliminary information concerning the Programme and Budget proposals for 2024–25 and to provide guidance to the Office for the submission of proposals to its 347th Session (March 2023) (see draft decision in paragraph 204).

Relevant strategic objective: All.

Main relevant outcome: All.

Policy implications: Guidance from the Governing Body will inform the preparation of the Director-General's Programme and Budget proposals for 2024–25.

Legal implications: None.

Financial implications: Programme and Budget for 2024–25.

Follow-up action required: At its session in March 2023, the Governing Body will examine the Director-General's Programme and Budget proposals for 2024–25.

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

Related documents: [The ILO's Strategic Plan for 2022–25](#); [Programme and Budget for the biennium 2022–23](#); [ILO Programme implementation 2020–21](#); [GB.346/INS/3/1](#); [GB.346/INS/3/2](#); [GB.346/INS/3/3](#); [GB.346/INS/4](#); [GB.346/INS/5](#); [GB.346/INS/6](#); [GB.346/INS/8](#); [GB.346/INS/9](#); [GB.346/INS/17/1](#); [GB.346/POL/1](#); [GB.346/POL/2](#); [GB.346/POL/3](#); [GB.346/POL/5](#); [GB.346/LILS/1](#); [GB.346/PFA/3](#); [GB.346/PFA/4](#); [GB.346/PFA/6](#); [GB.346/PFA/7](#); [GB.346/PFA/8](#).

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► I. Introduction

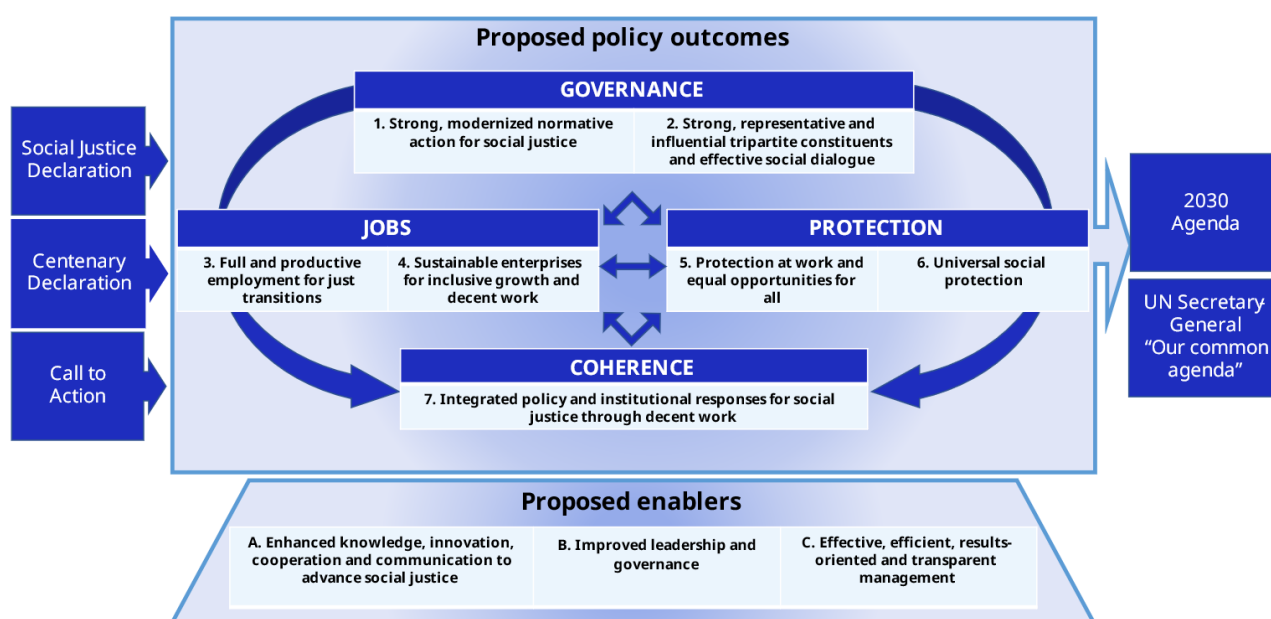
1. In a world where poverty and inequalities are on the rise, the ILO, with its constitutional mandate, normative function and tripartite nature, has the capacity and obligation to promote a new global social contract that can reverse these negative trends. For this purpose, and for ensuring progress on the 2030 Agenda for Sustainable Development (2030 Agenda), the ILO should develop effective human-centred solutions adapted to the challenges and opportunities in the world of work generated by current crises, technological progress, climate change and demographic shifts.
2. This document presents the proposed programme of work for 2024–25. In an environment characterized by exceptional transformation, volatility and uncertainty, the programme has been designed to advance social justice and decent work by building on the ILO Declaration on Social Justice for a Fair Globalization 2008 (Social Justice Declaration), the ILO Centenary Declaration for the Future of Work, 2019 and the Global Call to Action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient (Global Call to Action). The programme is informed by relevant conclusions and resolutions adopted by the International Labour Conference, Governing Body decisions, the ILO's Strategic Plan for 2022–25 and lessons learned from past ILO work.

► II. A global social justice programme

3. Global crises – including the COVID-19 pandemic, heightened geopolitical tensions, catastrophic climate events and the rising cost of living – have exacerbated imbalances, vulnerability and inequality in the world of work, threatening socio-economic progress and causing reversals in some areas. In many countries, this has seriously undermined tripartism, social dialogue, fundamental principles and rights at work and the application of international labour standards.
4. Accelerated technological advances, growing digitalization and new modalities to organize production and work present challenges and risks of deterioration of labour rights, but also herald opportunities for transformational change in the world of work. Existing labour market and social protection policies and institutions are not sufficient to address these challenges and take advantage of these opportunities.
5. The United Nations (UN) Secretary-General's report *Our Common Agenda* has put the ILO's core values at the centre, representing a significant opportunity for the Organization, notably through the Global Accelerator on Jobs and Social Protection for Just Transitions. This is one of the initiatives that the ILO should leverage to address the risks posed by fragmented multilateral responses to social problems that hinder efforts to achieve social justice through decent work.
6. In this context, and continuing ongoing efforts to focus the ILO's work on a limited number of outcomes (see the figure below) the ILO's programme for 2024–25 is designed to:
 - modernize, strengthen and disseminate the ILO's model of good governance in the world of work based on international labour standards and on social dialogue and tripartism, as the distinctive value added by the Organization (outcomes 1 and 2);

- provide support to constituents to develop and adapt policies and institutions of work for a human-centred recovery that creates decent jobs and extends protection to all (outcomes 3, 4, 5 and 6);
 - increase policy coherence and investments for social justice and decent work globally and in countries through a Global Social Justice Coalition and dedicated action programmes in key cross-cutting areas (outcome 7).
7. All policy outcomes, while maintaining continuity of the ILO's work, include changes to better respond to the pressing needs and challenges faced by constituents in Member States. Specific outputs place focus on the green and digital economies; formalization; equality and non-discrimination; supply chains; the social and solidarity economy, crisis response; and occupational safety and health (OSH).
 8. The outcomes are designed to stimulate interdisciplinary, integrated and collaborative policy responses that draw on expertise from different technical areas of the ILO's work. In turn, this requires stronger teamwork and collaboration across the entire Office, including with a revitalized International Training Centre of the ILO (Turin Centre).
 9. The implementation of the programme for 2024–25 relies on the ILO's ability to remain a global centre of excellence when it comes to knowledge on world of work issues. It further rests on the ILO's capacity to harness innovative policies and practices, expand partnerships and development cooperation, exercise global leadership through its governing organs and ensure efficient, effective, results-oriented and transparent management. These areas of work have been grouped into three specific enablers.

► Summary of the proposed elements of the programme proposals for 2024–25



Modernization of the ILO normative system and strong social dialogue

10. The ILO's body of international labour standards has shaped labour laws and, therefore, the world of work. To keep pace with changes in the employment relationship and the workplace,

the effects of digitalization and automation in the labour market and the impact of climate change in jobs and livelihoods, among other trends, outcome 1 promotes the modernization of the ILO's normative system, including the supervisory bodies and the Standards Review Mechanism, accompanied by technical assistance to ensure follow-up of all its recommendations, increase ratifications and promote the integration of standards with a focus on fundamental principles and rights at work and sectoral instruments in trade, investments, development plans, UN Cooperation Frameworks, Decent Work Country Programmes (DWCPs) and for the promotion of decent work in supply chains.

11. The ILO's normative approach to a renewed social contract is also based on strong social partners, effective labour administrations and influential social dialogue, with respect to freedom of association and the effective recognition of the right to collective bargaining as essential preconditions. Outcome 2 develops a strategy to support ILO constituents as key actors and drivers of positive change in the world of work by enhancing the capacity and resilience to expand their operations and influence in economic, social and environmental policies. This includes a dedicated programme to harness the full potential of the social partners and enable them to play a key role in the pursuit of sustainable development, accompanied with capacity development in UN planning processes and to interact with multilateral organizations and international financial institutions.

Decent work for social justice

12. A human-centred approach to recovery from the multiple crises that affect the world of work requires the adaptation of the Decent Work Agenda to respond to the changing needs of the constituents and to reach those who are most at need. The strategies to achieve the relevant outcomes (3, 4, 5, and 6) address current challenges posed by transformations in the world of work, notably the expansion of the digital and green economies. An important innovation is the integration of actions to develop employment policy frameworks with those required to strengthen institutions of work, skills and lifelong learning systems and labour market programmes that are essential for the generation of decent jobs.
13. Across all these outcomes, enhanced attention is given to the needs and aspirations of all those who need the ILO the most and those who encounter the greatest decent work and social justice deficits. Such groups include women, who are often the hardest hit during crises; workers and micro-entrepreneurs in the informal economy; own-account workers; victims of forced labour and child labour; youth not in employment, education or training; migrant and domestic workers; platform workers; and other groups facing a high risk of being left behind.

A Global Social Justice Coalition and increased policy coherence

14. A major innovation of the proposed programme is to forge a Global Social Justice Coalition¹ for strong, sustainable and inclusive development through strengthened global solidarity, policy coherence and concerted action. The Coalition will be the framework to bring together ILO tripartite constituents, UN entities, international financial and trade institutions, development partners, civil society organizations, the private sector and academia, to ensure that social justice and decent work are prioritized in national and global policymaking, in development cooperation, and in financial, trade and investment agreements. The Coalition

¹ See also GB.346/INS/17/1.

will also contribute to the delivery of the 2030 Agenda through a coherent multilateral response to the world's socio-economic problems.

15. Within the framework of the Coalition, outcome 7 specifically addresses the need for concerted efforts to promote policy coherence for social justice at global, regional and national levels and within the ILO. Five priority areas – gender equality, non-discrimination and inclusion; transitions from the informal to the formal economy; just transitions towards environmentally sustainable economies and societies; decent work in supply chains; and decent work for crisis response – are proposed for intense Office-wide coordination and as entry points to leverage partnerships and cooperation in support of the Coalition.

Gender equality, non-discrimination and inclusion as a cross-cutting priority and an action programme

16. All outcome proposals continue to give effect to the ILO's commitment to a transformative agenda on gender equality, non-discrimination and inclusion, as called for by the Centenary Declaration and the Global Call to Action, through specific outputs and deliverables. In addition, the programme includes a dedicated action programme, under outcome 7, to ensure consistent progress in this area through integrated technical support to constituents, capacity development, resource mobilization and partnerships.

Enabling functions

17. The three proposed enablers are intended to accelerate change in the policy areas by further increasing the effectiveness and efficiency of the ILO's governance, oversight, evaluation and management, as well as its capacity to generate and expand the knowledge base through research and statistics, partnerships, innovation and development cooperation.
18. Enabler A aims at strengthening the Office's capacity and technical support to constituents on research and statistics. The strategy includes the production of cutting-edge knowledge on social justice trends, on the new social contract and key issues such as productivity and decent work and the concept of adequate living income. It also focuses on, enhanced communication and the expansion of resource mobilization for the ILO's development cooperation programme, especially to strengthen support to constituents in countries.
19. Enabler B on improved leadership and governance comprises increased efforts towards the promotion of the 1986 Instrument for the amendment of the ILO Constitution so that it can enter into force to ensure a more equitable representation in the ILO's Governing Body, as well as initiatives to support the operation of ILO governing organs leveraging appropriate technologies and to review the regional meetings.
20. Enabler C includes, among other priorities, initiatives to improve results-based management, transparency and cost-effectiveness, the implementation of the human resources strategy focusing on competency, diversity, gender balance and inclusion and efforts to uphold the zero-tolerance policy with regard to sexual exploitation and abuse and sexual and workplace harassment.

► III. Policy outcomes

Outcome 1. Strong, modernized normative action for social justice

Strategy

21. International labour standards and the technical support provided for their implementation and supervision remain the ILO's main governance tools to support labour market institutions and the realization of fundamental principles and rights at work that stand guard for a human-centred approach to a world of work in need of resolute action to promote social justice and address inequalities. To fully realize its potential as the blueprint for a renewed social contract, the international labour standards system must be modernized. Acceleration of the tripartite review of international labour standards and standard-setting to fill regulatory gaps will equip the ILO with a clear, robust and up-to-date body of standards. Sustained improvements of working methods and greater legal certainty within the supervisory system will increase its authority while reducing the reporting burden and the workload of the supervisory bodies.
22. The Standards Review Mechanism is called upon to redouble its efforts to secure the continued relevance of the body of standards through the implementation of all its recommendations. Standard-setting will aim at addressing regulatory gaps emerging from changing patterns of the world of work. Assistance to constituents will be intensified to support their efforts to align ratification and application of standards with current protection needs of all working people, taking into account the needs of sustainable enterprises.
23. An authoritative supervisory system remains the cornerstone of strong normative action. The supervisory bodies will be supported to intensify their modernization and to improve the sharing of compliant practices through information technology in line with the 2016 work plan to strengthen the supervisory system. Legal certainty in the interpretation of standards should be secured. Constituents will be better assisted at national level to engage in conciliation of disputes over the application of standards.
24. With the support of development cooperation and drawing on the lessons of evaluations, normative action will focus on workers and employers, legislators and legal professionals to design, promote or enforce labour and social security law; conduct social dialogue, including collective bargaining based on respect for freedom of association; and foster a preventive safety and health culture. Normative action will shape the due diligence undertaken by enterprises seeking to strengthen responsible business conduct in the social and governance spheres.
25. To ensure coherent normative action across the multilateral system, the ILO will consolidate and expand partnerships: with UN human rights initiatives (such as the UN Secretary-General's Call to Action on Human Rights) and mechanisms (such as the UN treaty-monitoring bodies through the Office of the United Nations High Commissioner for Human Rights); with sustainable development goal (SDG) coalitions, including Alliance 8.7 and the 8.5 Equal Pay International Coalition (EPIC); with the UN development system on the normative dimension of *Our Common Agenda* through the UNDG Human Rights Mainstreaming Fund, among other initiatives; and with multilateral development banks to strengthen their social safeguard policies on the basis of international labour standards.
26. ILO work in the biennium will also include advisory services on labour and social security law tailored to the specificities of small and medium-sized enterprises (SMEs) and sharing comparative experience with innovative approaches to regulation in order to improve SME

regulatory compliance and provide adequate labour protection for women, youth and other disadvantaged workers predominantly employed in small businesses. Within the broader framework of ILO initiatives to strengthen policy coherence, development cooperation will respond to the growing demand from constituents in the public and the private sector to apply international labour standards in their environmental, social and governance initiatives, including labour provisions in trade and investment arrangements and in supply chains.

ILO focus in 2024–25

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

27. The setting, promotion, ratification and supervision of international labour standards is of fundamental importance to the ILO. Ratification aims to promote, formalize and consolidate commitments to ensure effective application of international labour standards in law and practice. The strategy rests on the sovereign decision and efforts by Member States to move ratification and application of standards forward in tandem, in consultation with the social partners. Building on experience and lessons learned in past and ongoing ratification campaigns, work will be based on support to constituents and will be implemented in partnership with global and local stakeholders. The ILO will support all Member States to work towards the ratification and implementation of fundamental and governance Conventions, including the Occupational Safety and Health Convention, 1981 (No. 155), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), and to periodically consider, in consultation with employers' and workers' organizations, the ratification of up-to-date technical standards to achieve a progressively increasing coverage of each of the strategic objectives of the Decent Work Agenda.
28. At country level, the ILO will support constituents in:
 - accelerating follow-up to recommendations of the Standards Review Mechanism Tripartite Working Group (SRM TWG);
 - undertaking gap analyses and pre-ratification reviews of national law and practice;
 - preparing for ratification and effective application, including through the sharing of ratification and application experience with other Member States and pre-ratification advice on draft labour and social security laws and regulations;
 - undertaking comprehensive ratification record reviews with a view to ensuring obligations undertaken reflect commitment to freedom of association and collective bargaining as enabling rights; respond to recommendations of the SRM TWG; reach across the four strategic objectives of the Decent Work Agenda; and protect workers, taking into account the needs of sustainable enterprises;
 - promoting decent work and sustainable development through ratification of international labour standards and by taking full advantage of preferential trade and investment arrangements.
29. At the global level, the ILO will:
 - further develop the help desk established to facilitate the engagement of constituents with the SRM TWG and the implementation of its recommendations at all levels, as approved by the Governing Body;

- continue to facilitate tripartite dialogue on the Organization's standards policy to decide on possible new instruments that can be adapted more easily to changing patterns in the world of work;
- target promotion of the ratification and effective implementation in national law and practice of international labour standards relevant to decent work in supply chains, with special attention to standards giving expression to all five fundamental principles and rights at work, and the governance Conventions;
- expand opportunities for the use of information technology and distance learning in response to constituents' needs, ensuring access to practical and user-friendly information that is of relevance for ratification and effective application;
- promote a disaggregated data-driven approach to normative action, vital to tracking SDG progress, by stepping up the promotion of ratification of the Labour Statistics Convention, 1985 (No. 160), as well as collecting data by Alliance 8.7 and under indicator 8.8.2.

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

- 30.** The ILO supervisory system will be further modernized to ensure that normative commitments to social justice and decent work are effectively put in practice and drive measurable progress, including through a modernized regular reporting system and prioritized ILO technical advisory services, in partnership with the UN development system, to assist Member States in identifying viable options for closing the normative gaps identified by ILO supervisory bodies and preventing labour standards-related disputes.
- 31.** At country level, the ILO will support constituents in:
 - examining and addressing comments from the ILO supervisory bodies regarding the implementation of international labour standards, including in the context of UN Cooperation Frameworks, DWCPs and development strategies;
 - reviewing upon request draft regulatory texts, in particular labour legislation, maritime labour regulations and international labour migration and social security agreements, based on expertise in comparative labour and social security law, international labour standards, UN guidance and gender-responsive drafting;
 - accessing information on the findings of the ILO supervisory system and country data;
 - servicing arrangements for conciliation or other preventive measures to address the root causes of standards-related disputes as part of the operation of the representation procedure under article 24 of the Constitution, in accordance with decisions taken by the Governing Body;
 - addressing requests for support with implementing labour provisions in trade and investment agreements.
- 32.** At the global level, the ILO will:
 - facilitate the work of the supervisory bodies and prioritize follow-up on their recommendations at country level;
 - facilitate discussions of the supervisory bodies on their working methods, with a view to supporting their continuous improvement;

- progressively modernize regular reporting modalities to facilitate Member States' engagement and peer learning by rendering data on compliant practices publicly accessible;
- continue to report annually on – 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, and ensure better understanding of the underlying methodology and coding of indicator 8.8.2, both for constituents and ILO staff;
- continue to develop the capacity of the tripartite constituents, members of the judiciary, labour dispute settlement authorities and legal professionals in collaboration with the Turin Centre.

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

- 33.** Building the capacity of the tripartite constituents to participate fully and effectively at all stages of the normative cycle is critical to ensuring that standards have impact in all situations and in respect of all working people in need of protection. To strengthen policy coherence in the multilateral system, the ILO must also build the capacity of the constituents, partners and stakeholders to own, use and implement international labour standards in framing and developing national recovery strategies and to achieve the SDGs, focusing on communication, knowledge-sharing and awareness-raising.
- 34.** At country level, the ILO will support constituents in:
 - conducting tripartite consultations on proposals for ratification and application, and developing the capacity of the social partners to participate effectively and reach consensus in particular in respect of recommendations of the SRM TWG;
 - engaging with standard-setting processes, including on OSH;
 - facilitating tripartite consultations on standards-related matters in accordance with the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144);
 - engaging with the supervisory system in an effective and timely manner, including through regular reporting by governments and making submissions by the social partners;
 - consistently promote international labour standards mainstreaming in UN Cooperation Frameworks and DWCPs in cooperation with the Turin Centre, with particular attention to gender equality and all five categories of fundamental principles and rights at work.
- 35.** At the global level, the ILO will:
 - expedite the tripartite examination of the current body of standards by the SRM TWG, including by means of a possible time-bound plan to complete the review before 2028;
 - develop options for initiatives that complement the body of international labour standards to take into account the changing world of work, the challenges of cross-border supply chains, implementation gaps and national circumstances, whether through new normative measures, the revision of existing measures, or supplementary guidelines and tools;
 - continue to strengthen partnerships and alliances with the UN system, development partners (including South–South and triangular cooperation) and international financial institutions in order to support constituents in their efforts towards giving effect to standards, including supervisory comments and with particular attention to all five categories of fundamental principles and rights at work;

- map and analyse regulatory initiatives and normative measures and their possible impact on decent work in supply chains as well as comments made in this respect by the supervisory bodies.

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

36. The inclusion of a safe and healthy working environment as a fundamental principle and right at work has renewed momentum to promote rights-based policies on labour, trade and investment at national and international levels and in supply chains. The ILO will seize the opportunities brought about by this development to reinvigorate the promotion of the ILO Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022 (1998 Declaration, as amended), its annual review and its implementation. It will implement a multipronged strategy throughout the programme of work, notably under outcomes 1, 2, 4, 5 and 7, to support tripartite constituents in taking concerted action to address fundamental principles and rights at work deficits combining knowledge development, capacity-building, development cooperation, leveraging innovation, partnerships, advocacy and communication and mobilizing resources, including through the Accelerator Lab 8.7 initiative and others such as the ILO's Fair Recruitment Initiative.
37. At country level, the ILO will support constituents, with particular attention to vulnerable populations in supply chains, informal and rural economies and in situations of crisis, in:
 - undertaking a campaign for the realization of freedom of association and collective bargaining as the cornerstone of a renewed social contract;
 - undertaking initiatives to respect, promote and realize all mutually reinforcing fundamental principles and rights at work, with particular attention to a safe and healthy working environment, non-discrimination, freedom of association and collective bargaining;
 - strengthening constituents' capacity as well as legal frameworks, data and knowledge, including through international cooperation and experience sharing, to support evidence-based policymaking to address the root causes of child labour and forced labour, with a view to accelerating progress towards SDG target 8.7, through the Durban Call to Action on the Elimination of Child Labour, Alliance 8.7, regional initiatives, the International Programme on the Elimination of Child Labour and Forced Labour (IPEC+) and business networks (notably the Child Labour Platform and the ILO Global Business Network on Forced Labour).
38. At the global level, the ILO will:
 - conduct ratification campaigns of all fundamental standards, especially the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), the Right to Organise and Collective Bargaining Convention, 1949 (No. 98), Conventions Nos 155 and 187 and the Protocol of 2014 to the Forced Labour Convention, 1930, and develop a tripartite plan of action on fundamental principles and rights at work 2024–30, based on the outcome of the Conference recurrent discussion (2024);
 - develop global knowledge, research products and updated policy guidance to mutually reinforce interventions related to fundamental principles and rights at work; and produce new global estimates on child labour 2021–25 and tools to assess deficits, including a safe and healthy working environment and a repository on SDG target 8.7, as a follow-up of the Durban Call to Action on the Elimination of Child Labour;

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

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

39. As decent work challenges and opportunities greatly vary in different sectors, the ILO will assist constituents to better implement sectoral international labour standards, codes of practice, guidelines and tools, in order to promote productive employment and decent work and enhance resilience in specific economic sectors.
40. At country level, the ILO will support constituents in:
 - identifying target sectors according to the economic and social situation of the country, for example sectors hit by various crises, and those with strong potential to expand decent work opportunities;
 - formulating national legislation, policies and programmes to implement sector-specific ILO standards and tools, such as codes of practice and guidelines endorsed by the Governing Body, including through capacity development initiatives;
 - integrating sector-specific standards and tools into national policy frameworks and sectoral and industrial plans and strategies, including UN Cooperation Frameworks, DWCPs and plans of action aimed at recovering from the crises.
41. At the global level, the ILO will:
 - prepare new sectoral codes of practice, guidelines and other tools and facilitate sectoral meetings of experts and technical meetings endorsed by the ILO Governing Body and ensure implementation of its conclusions;
 - deliver sector-specific capacity development programmes, including in collaboration with the Turin Centre;
 - promote the ratification and application of sector-specific standards and tools, including through partnerships with other UN entities, multilateral organizations and coordination mechanisms;
 - disseminate knowledge on good practices and lessons learned in relation to the implementation of international labour standards and other tools in specific economic sectors for crisis response, recovery and resilience, with particular attention to gender equality;
 - support regions in analysing challenges and opportunities of different economic sectors and identify target sectors in regions and countries.

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

Strategy

42. Effective labour market governance requires strong, independent and democratic employer and business membership organizations (EBMOs) and workers' organizations; and effective, accountable and inclusive labour administration systems, based on sound labour laws and social dialogue. The impact of these institutions goes beyond the workplace as they also contribute to wider economic, social and environmental progress and promote peaceful, resilient and inclusive societies.
43. EBMOs and workers' organizations remain fundamental to building democratic societies, especially in challenging environments where fundamental rights at work are being questioned. They are agents for concerted action for private sector enterprises and workers' rights and play a key role in maintaining an effective social contract which enables enterprises, government, workers and society to cooperate and thrive together.
44. Labour administration institutions drive participatory legislative processes that respond to the evolving needs of the world of work and ensure compliance. Tripartism and social dialogue, including the effective recognition of the right to collective bargaining, contribute to sustainable development and are a fundamental tenet of modern and inclusive societies and economies.
45. Strong institutions and effective social dialogue are, together with normative action, the means and building blocks for constituents' ownership, implementation and sustainability of the ILO's programme, across all outcomes.
46. With the support of a dedicated programme, the institutional capacity of employers' and workers' organizations will be strengthened to give value to their current and potential members, contribute to inclusive and effective governance of work, and shape socio-economic policies. EBMOs and workers' organizations will embrace change by providing thought leadership, insight and intelligence to their members; shape change by engaging with governments, non-state actors and other decision-makers; and lead change by ensuring policy solutions respond to member needs and society as a whole.

► A dedicated programme for EBMOs and workers' organizations

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

- facilitating actions of EBMOs and workers' organizations at various levels to co-create joint policy solutions and measures, including awareness-raising and advocacy, aimed at advancing progress towards the 2030 Agenda and the SDGs;
- enhancing the private sector's contribution to sustainable development through greater engagement and leadership of EBMOs with national and global actors on social justice, climate change, diversity, equality and inclusion, crises situations and environmental, social and governance strategies;
- expanding the knowledge and resource base to address non-conducive policy and institutional environments and to support EBMOs to harness their institutional value as key contributors and drivers of positive change in the world of work;

- enhancing workers' organizations effectiveness and representational strength, their capacity to adopt innovative methods and increase diversity of membership, through training and education in addressing technological, environmental and just transitions through social dialogue and collective bargaining;
- strengthening the capacity of workers' organizations to develop, negotiate and monitor integrated policies and evaluate effectiveness of decent work and sustainable development actions and processes at various levels.

47. Public authorities will be supported to undertake their specific role through strong and efficient institutions of labour administration, covering the entire labour market, including the informal economy, and ensure the development of relevant policies and legislation and their enforcement.
48. Legal and institutional capacities of Member States will be enhanced to develop or strengthen effective social dialogue and labour dispute prevention and resolution systems, providing access to justice for all and as a means of promoting harmonious labour relations. The space for social dialogue will be expanded to the development, implementation and monitoring of labour, economic, social and environmental policies.
49. Work will include assessments of constituents' needs and their operating environments as the basis for setting longer-term objectives of institutional capacity development.
50. Improved compliance with national legislation in line with international labour standards, including fundamental principles and rights at work, will be promoted through technical assistance to EBMOs and workers' organizations and labour administrations, including labour inspection services, while improved access to justice will also benefit from the use of diagnostic and capacity-building tools developed by the Office. International labour standards, recommendations of the SRM TWG and guidelines and codes of practice will be integrated in this work. These packages will provide support for activities under other policy outcomes. Increased collaboration with civil society organizations that share trade union values, business networks, the multilateral system, development partners, and research and educational institutions, including universities, will be promoted.
51. To promote gender equality and non-discrimination, the ILO will support EBMOs and workers' organizations to improve the representation of women within their governance and leadership roles, and provide members with resources on gender diversity, equality and inclusion. Gender equality and non-discrimination will be addressed in social dialogue, including in collective bargaining processes and representation.
52. Tripartite constituents and social dialogue institutions will be supported through comprehensive and tailor-made capacity-building packages, including policy advice, advocacy and training as well as global knowledge products and tools to help them engage in efforts towards an enhanced model of tripartism and social dialogue for inclusive and effective governance of work. Further efforts will also be undertaken towards ensuring that constituents are effectively shaping and influencing UN and other multilateral processes, especially with the UN country teams.

ILO focus in 2024–25

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

53. EBMOs are central to mobilizing the voice of private sector enterprises as the principal source of economic growth, job creation and decent work, and are an indispensable component of democratic and inclusive governance. EBMOs have an essential role in leading economic and social change and advocating for policies to promote an enabling environment for sustainable enterprises and shared prosperity. Effective exercise of this role involves strengthening the independence and good governance of EBMOs; increasing alliances with like-minded partners, such as other representative business organizations; and expanding their membership to enhance their representativity. EBMOs will require enhanced capabilities to respond to membership needs through inclusive and transparent organizational governance and functional performance, and the provision of relevant services. Digital transformation and increased capacity to collect and analyse economic and labour market data will enable EBMOs to produce more strategic insights across a diverse range of policy areas, including world of work challenges, and enhance their relevance and influence.
54. At country level, the ILO, in coordination with the Turin Centre, will support EBMOs in:
 - increasing their representativeness and their ability to speak on behalf of the private sector as a whole;
 - advocating for evidence-based, data-driven policy reforms and leading improvements in the business climate and productivity growth through research and communication to put forward the priorities of the private sector and to support the wider development agenda;
 - becoming high performing, well-governed and resilient organizations through organizational scans, capability assessments, and human resource development;
 - developing high-impact, needs-driven services; fostering long-term business competitiveness; addressing environmental, social and governance challenges;
 - becoming data-driven organizations by promoting a culture of innovation that positions data at the centre of EBMO strategy and decision-making;
 - participating and influencing UN development processes, including UN Cooperation Frameworks and Common Country Analyses.
55. At the global level, the ILO, in coordination with the Turin Centre, will:
 - develop global knowledge products that can be customized to local contexts and that support EBMOs' policy agenda and service delivery, with special attention to themes that promote the mutual interests of business and society, such as productivity growth at micro and macro levels, enabling environments for sustainable enterprises, formalization, social protection, skills, supply chains, transition to a net-zero carbon economy, workplace relations, labour mobility, diverse forms of work, technological transformation, and diversity and inclusion;
 - build resources to enhance the representativeness of EBMOs by designing models of attracting micro, small and medium-sized enterprises (MSMEs) and integrating new forms of business or sectors, and methods of building alliances with like-minded partners and with informal economic actors to achieve common objectives;

- develop tools to strengthen gender diversity and inclusion in EBMOs' governance structures and to preserve their institutional and operational independence;
- as a follow-up to the Centenary Declaration, produce global research on the role of employers in upholding social justice and democracy by advocating for the rule of law and good governance at national and international levels, and their role in fostering inclusive growth and sustainable development;
- provide entry points for ILO engagement with the private sector, including through initiatives such as the ILO Global Business Network on Forced Labour.

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

56. The voice and representativeness of workers' organizations will be crucial in efforts to achieve a more inclusive, sustainable, resilient and human-centred society. Their capacity to develop and implement innovative strategies on representation and policy impact, in line with ILO Conventions Nos 87 and 98, will be further strengthened and supported, addressing opportunities and challenges derived from technological transformations, including the expansion of platform work. Equal access to opportunities and upward mobility, particularly for women and youth, will be promoted in and through social dialogue and collective bargaining. As actors for change, workers' organizations will be supported to influence labour, economic, social and environmental policies at all levels, including through UN Cooperation Framework processes. Packages of policy advice, advocacy, capacity-building and training, as well as global knowledge products and tools, will be developed in cooperation with the Turin Centre, supporting trade union participation in bipartite and tripartite social dialogue and collective bargaining and other policy processes and mechanisms. These packages will also support work under other outcomes. In achieving sustainable development and a renewed social contract, work will also pay attention to partnership and coalition building – both among unions themselves, but also with governments, employers and other groups at all levels.
57. At country level, the ILO will support workers' organizations in:
 - identifying gaps in governance, institutional/organizational strength, service provision and representativeness through a gender- and youth-sensitive lens and reinforcing new approaches, including through digital means and communication strategies;
 - developing strategies and action plans that reflect the workforce diversity and address the new forms of organizing work and employment relationships, such as in the digital economy;
 - developing solutions, action plans and policy proposals, taking into account relevant international labour standards, to tackle decent work deficits, particularly those faced by workers in the informal economy, in the rural economy and in supply chains, with a focus on women and youth;
 - developing and advocating for integrated policy proposals, fulfil representative functions in policy debates at all levels, shaping just transitions and the new social contract;
 - monitoring, evaluating and assessing participation in, and outcomes of, policies and programmes at all levels, including in multilateral frameworks and international financial institutions, to implement the 2030 Agenda.

58. At the global level, the ILO will:

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

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

59. A successful model of good governance of the world of work and a renewed social contract depend on whether and how effectively governments are joining efforts with EBMOs and workers' organizations, through social dialogue, to develop and implement policies and regulations that respond to the current and emerging challenges and opportunities in the world of work. Voices of all employers and workers need to be heard and taken into account in policymaking, while respecting their autonomy. Such workers and employers must fully enjoy their right to freedom of association and the effective recognition of the right to collective bargaining as essential preconditions for social dialogue. Modern and just regulatory frameworks providing necessary protections and access to justice to all are also required. Therefore, the ILO, supported by evidence-based research, will enable Member States to: (i) strengthen the inclusiveness and effectiveness of social dialogue, including collective bargaining, at all levels; and (ii) develop or strengthen labour dispute prevention and resolution systems for individual and collective disputes.

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

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

61. At the global level the ILO will:

- enhance the knowledge base to support action on social dialogue and labour relations, primarily through the continuous updating of ILO databases on labour relations, the repository of knowledge on cross-border social dialogue and the database on social dialogue institutions;
- develop a new edition of the flagship report on social dialogue and other knowledge products, including on effective labour dispute prevention and resolution systems, and on the role and inclusiveness of social dialogue and labour relations to deliver sustainable outcomes in all policy areas covered by the ILO programme;
- deliver capacity development programmes on social dialogue, access to justice and sound labour relations in cooperation with the Turin Centre and other partners;
- develop advocacy, policy, and training tools to strengthen constituents' capacity to participate in UN processes and to ensure the effective mainstreaming of social dialogue and tripartism into all policy areas of the ILO's work, in DWCPs and in UN Cooperation Frameworks.

Output 2.4. Increased institutional capacity of labour administrations

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

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

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

64. At the global level, the ILO will:

- develop knowledge and advocacy initiatives and products for stronger systems of labour administration and inspection, based on ILO Conventions and guidelines and the practical application and evaluation of the use of the UN Principles of Effective Governance for Sustainable Development;

- lead advocacy and multilateral action to promote coherence of policy approaches of international financial institutions with ILO standards and address the views of the ILO's supervisory bodies;
- develop policy and capacity-building tools to upscale the role of labour administration, including labour inspection, in the work of UN country teams;
- support regional networks, platforms, events and peer-to-peer exchanges on labour administration and inspection, including through an academy and trainings organized with the Turin Centre.

Outcome 3. Full and productive employment for just transitions

Strategy

65. While many countries continue to face slow and uneven recovery from the devastating socio-economic impact of multiple crises and their unprecedented toll on employment and labour markets especially for women and youth, new emerging geopolitical and economic risks have further challenged the capacities of ILO constituents to secure full and productive employment and decent work. This has exacerbated multiple forms of inequalities, including in rural areas, affecting workers and enterprises, particularly MSMEs and those in the informal economy and insecure forms of work. Transitions, especially for those groups and enterprises, have become more difficult, with negative impacts on long-term development of people, economies and social justice.
66. In order to help those groups who risk being left behind in recovery, as well as in structural transformation processes, countries require comprehensive employment policy frameworks that are gender-responsive, climate-sensitive, adaptive, forward-looking, rights-based and human-centred, integrating relevant policies including on social protection, job quality, skills development and lifelong learning and sustainable enterprises. The development and implementation of such frameworks will strengthen the connection between inclusive economic growth, decent employment, formalization, wages, labour protection, income and productivity. Harnessing digital technology, facilitating productivity growth, managing diverse demographic trends, including migrations, and investing in just climate transitions and sectors with potential to create high-quality jobs will enable countries to generate conditions for a future of work characterized by inclusion, sustainability and equality. Through the right policy mix and sequencing, the implementation of these policies will provide support to workers, enterprises and sectors most affected by the multiple crises, in particular youth, women, temporary and informal workers, while promoting structural transformation and longer-term transitions towards productive, sustainable, formal and resilient economies.
67. ILO work will also support institutions of work, including social dialogue institutions, skills and lifelong learning systems and labour market programmes and policies to enable them to ensure the successful and sustainable implementation of the employment policy frameworks, and advocate for and make relevant linkages to effective financing strategies.
68. The ILO will also support constituents to have access to improved policy advice through updated methods and more effective approaches with a focus on human-centred, job-rich recovery, pro-employment macroeconomic policies and structural transformation processes, building on evidence-based and up-to-date research and analysis (including on just transitions). Constituents will be able to generate, analyse and use more and better information on the quantity and quality of employment and data for evidence-based policy

development, including through innovative data collection, employment diagnostics and impact assessments and other analytical methods.

69. Based on the guidance contained in ILO declarations and recent Conference resolutions and building on lessons from the work undertaken in 2022–23 related to policy responses to the pandemic and previous crises, the ILO will support the development of a set of coherent and mutually reinforcing interventions at policy, systemic, sectoral and programme levels. While comprehensive policy frameworks will provide the anchor to the ILO's work, the strategy will allow for a stronger integration between demand- and supply-side interventions, supporting constituents also in upscaling skills and lifelong learning strategies and effective employment and decent work programmes for youth. In supporting the design and implementation of comprehensive policy frameworks, particular attention will be given to pursuing a whole-of-government approach with the close involvement of social partners and to promote policies and programmes that target groups in vulnerable situations and those living in rural areas and fragile settings. The ILO will leverage its substantial development cooperation portfolio focusing on employment promotion, skills development and investment programmes to this effect, including by harnessing the potential of digital technologies. A strong articulation with work under outcome 4 will facilitate synergies with sustainable enterprise development policies and programmes.
70. International labour standards will be upheld to ensure reaching the ultimate goal of social justice through decent work for all, in particular the Employment Policy Convention, 1964 (No. 122), the Human Resources Development Convention, 1975 (No. 142), the Employment Service Convention, 1948 (No. 88), and the Private Employment Agencies Convention, 1997 (No. 181). Research outputs and knowledge generation (such as the Global Employment Trends for Youth and the Global Employment Policy Review) will be systematically included in capacity development efforts and to support effective social dialogue. Partnerships and collaboration with international financial institutions, regional organizations, UN entities and other relevant multilateral stakeholders will be strengthened. The Global Accelerator on Jobs and Social Protection for Just Transitions will continue to serve as an important vehicle for strengthening integrated approaches, particularly in countries with limited technical and financial capacities.

ILO focus in 2024–25

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

71. In response to long-standing challenges and effects of multiple crises, the ILO will promote human-centred approaches to recovery and structural transformation through comprehensive employment policy frameworks that are gender-responsive and inclusive. Guided by Convention No. 122 and other relevant international labour standards, the ILO will support the formulation and implementation of these frameworks through stand-alone national employment policies and/or mainstreaming of decent employment objectives into national development or economic plans and sectoral strategies, depending on the country context.
72. Based on social dialogue, policy actions will focus on promoting coherent pro-employment macroeconomic, trade, investment, industrial and sectoral policies to support decent job creation, including in the green, digital and care economies and transitions to the formal economy, along with efforts to enhance the quality of employment, including through access to social protection, which can be better tackled through an integrated approach. These

policies will focus on gender equality and non-discrimination, along with promoting equality and inclusion more broadly.

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

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

74. At the global level, the ILO will:

- undertake new research and enrich its evidence base, including on: implementation and financing of employment policies; the role of employment policies in supporting multiple just transitions; coherence between pro-employment macroeconomic and industrial policies; the link between productivity and decent employment; trade and investment; decent work opportunities in the digital economy; and inequalities in the labour market;
- improve policy advice, guidance tools and other knowledge products relevant to different stages of the employment policy cycle, including on the green, digital and care economies;
- enhance the institutional capacity of constituents through training and peer learning in cooperation with the Turin Centre, including on diagnostics and employment impact assessments, and policy design, implementation and financing;
- support the Implementation Strategy of the UN Global Accelerator on Jobs and Social Protection for Just Transitions;
- foster partnerships and advocate for the promotion of Convention No. 122, the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), and the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205).

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

- 75.** The combined economic, social and environmental crises are causing greater jobs, skills and aspirations mismatches and inequalities. Skills and lifelong learning help all workers to develop their career, transition and adjust to new jobs and tasks, enterprises to boost productivity and resilience and countries to achieve inclusive structural transformation and sustainable development.

- 76.** Guided by the 2021 Conference conclusions on skills and lifelong learning, the ILO strategy on skills and lifelong learning for 2022–30 and the outcome of the Conference standard-setting discussion on apprenticeships in 2023, the ILO will promote inclusive, sustainable and resilient skills and lifelong learning systems to accelerate full, productive and freely chosen employment and decent work, productivity improvement and sustainable development, addressing both market demand and workers’ needs and aspirations. Work-based learning and the inclusion of groups in vulnerable situations will be key areas of action for effective skills development systems. The ILO will collaborate with established regional and national organizations in Asia and Africa and with the Inter-American Centre for Knowledge Development in Vocational Training (ILO–CINTERFOR) in Latin America and the Caribbean region to develop the capacity of technical and vocational education and training institutions through thematic skills strategies and tools, knowledge sharing, resource mobilization and timely and efficient delivery of development cooperation projects and interventions.
- 77.** At country level, the ILO will support constituents in:
- promoting the ratification and application of international labour standards relevant to skills development and lifelong learning, including a ratification campaign for the Human Resources Development Convention, 1975 (No. 142);
 - strengthening the capacity of governments and social partners to engage in social dialogue, including collective bargaining, on skills development, and to oversee skills and lifelong learning systems;
 - facilitating the development and implementation of inclusive national skills and lifelong learning policies and strategies coherent with employment, social protection and other public policies;
 - promoting increased and diversified financing in inclusive, sustainable and resilient skills and lifelong learning systems, competency-based flexible training delivery, skills assessment and recognition, leading to seamless skills development and career pathways;
 - supporting and promoting innovative systems for quality apprenticeships, work-based learning, vocational and career guidance, and skills needs anticipation;
 - digitalizing skills and lifelong learning systems to achieve scale and efficiency with a particular focus on promoting access to disadvantaged groups, and strengthening core work skills;
 - promoting flexible, inclusive, innovative skilling, reskilling and upskilling interventions with strengthened links between formal and non-formal skills development, and digital skill certification tools.
- 78.** At the global level, the ILO will:
- identify critical knowledge gaps in skills and lifelong learning and develop, manage and share innovative knowledge products together with constituents for the effective skilling, reskilling and upskilling of workers, focusing on skills anticipation;
 - undertake research on the changing demand for skills and lifelong learning and on the financing of lifelong learning;
 - develop and implement skills initiatives to promote skills for trade and economic diversification and for just transitions and green jobs, for workers in the informal economy, and for people in vulnerable and crisis situations;

- promote scaling up of capacity development interventions for governments and social partners and others in collaboration with the Turin Centre, ILO–CINTERFOR, regional and national institutions and online learning platforms;
- strengthen strategic partnerships with development partners including UN agencies, international financial institutions, the Organisation for Economic Co-operation and Development (OECD), Global Partnership for Education, the African Union Commission, European Commission and other regional intergovernmental organizations.

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

79. The rural economy holds significant potential for creating decent and productive jobs, but multiple and protracted crises and conflicts have laid bare the frailty of global food systems and have exposed decent work deficits in rural areas. Widespread informality, insecure forms of work, low levels of productivity, skills shortages and mismatches, lack of social protection and vulnerability to climate change are among key challenges. Tackling them is key to ensure that the rural economy provides decent jobs.
80. The ILO will strengthen constituents' capacities to ensure that comprehensive employment policy frameworks and development strategies effectively promote decent work and enhance productivity in rural areas, particularly for youth and women, support their economic empowerment through community-based skills and lifelong learning and just transitions, and increase their resilience against future crises, including by using digital tools. Particular attention will be paid to promoting agricultural productivity, rural skills training and rural entrepreneurship and livelihoods through an enabling business environment and the implementation of relevant international labour standards, extending social protection and strengthening the collective voice of rural workers and employers, particularly of women, youth and indigenous peoples. The strategy requires leveraging resources and aligning policy through partnerships with a focus on comparative advantage.
81. At country level the ILO will support constituents in:
 - integrating the promotion of decent work and enhancing productivity in the rural economy into policies and strategies, in line with relevant international labour standards and with particular attention to youth, women and supporting formalization;
 - developing and implementing targeted interventions, including on the extension of social protection to rural populations, rights-based employment-intensive programmes, and community-based skills and lifelong learning to promote decent jobs in the agri-food sector and other rural economy sectors such as tourism, mining, forestry and fisheries;
 - strengthening their capacity to engage in the development and implementation of interventions including through improved organization and representation of rural workers and employers and effective social dialogue.
 - supporting formalization in rural areas with a focus on youth and women.
82. At the global level, the ILO will:
 - strengthen partnerships, in particular with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development, to advance policy coherence for decent work in the rural economy and in sustainable food systems.

- develop capacity-building programmes in collaboration with the Turin Centre on the promotion of decent jobs in the rural economy;
- strengthen knowledge through evidence-based research including diagnostics on employment and decent work in the rural economy for informed policymaking and to provide guidance to constituents.

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

83. The ILO will support constituents and service providers to develop, support, implement and evaluate inclusive labour market programmes, employment services, employment-intensive investment programmes and public employment programmes, as well as to develop a better understanding of their employment impacts. These will be key to ensure just transitions to formal, digital, green, and care jobs, including in situations of fragility and crisis response. In line with comprehensive employment policy frameworks and underpinned by social dialogue, an integrated package, which brings these programmes together with greater coherence, including with social protection policies, would enhance benefits for workers and enterprises.
84. The ILO will also strengthen the capacity of public employment services to modernize and deliver effective customer-centred services, focusing on disadvantaged groups, individuals and SMEs and to support their innovation and resilience capabilities. Strengthening national policy and legal frameworks will continue, especially through the campaign for the ratification and implementation of Conventions Nos 88 and 181.
85. At country level, the ILO will support constituents in:
 - formulating and implementing inclusive and integrated labour market programmes and employment services to facilitate transitions and livelihoods, including for those most at risk of labour market exclusion;
 - strengthening the institutional capacity of public employment services to modernize their offer, including through innovation, digitalization, partnerships and better services to territorial entities and municipalities, and to effectively administer active labour market programmes, unemployment and other relevant benefits;
 - strengthening the capacity of constituents to develop and implement an effective and conducive policy and regulatory frameworks for private employment providers;
 - increasing the capacity of public employment services to produce, analyse and disseminate labour market information;
 - strengthening knowledge, awareness and capacity for effective and integrated employment-intensive investment approaches as well as for strategies to enhance the employment impact of public investment programmes (primarily in infrastructure, community and environmental works);
 - evaluating labour market programmes, including public employment programmes, in cooperation with national and international partners;
 - promoting employment-intensive investment approaches as entry points for advancing cross-cutting issues including gender equality and social inclusion, just transitions, OSH and skills development.

86. At the global level, the ILO will:

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

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

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

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

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

- promoting national efforts to generate decent employment for youth, especially for youth NEET and in rural and informal economies and fragile settings, through employment services, active labour market programmes (including skilling and entrepreneurship interventions) and youth guarantees.

89. At the global level, the ILO will:

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

Outcome 4. Sustainable enterprises for inclusive growth and decent work

Strategy

- 90.** The Centenary Declaration and the Global Call to Action call for an enabling environment for entrepreneurship and sustainable enterprises – in particular MSMEs and social and solidarity economy (SSE) entities. Indeed, sustainable enterprises are key to ensuring progress in key goals and targets of the 2030 Agenda, such as decent work, job creation, a just transition to environmental sustainability and inclusive economies and societies, as well as more sustainable production and consumption patterns.
- 91.** Enterprises are navigating in increasingly uncertain markets which pose significant challenges. The negative impact of current crises is disproportionately higher for MSMEs and enterprises operating informally. Decent work deficits have grave implications for the relationships, governance structures, and activities linked to enterprises and their workers, including in supply chains. To be sustainable and be able to create decent work, many enterprises require greater agility to pivot to new opportunities, including in the green and digital economies. Recovery packages, sectoral and industrial policies and investments will create new opportunities for constituents to promote an enabling environment for sustainable enterprises and business models that create decent jobs and inclusive growth.
- 92.** The expected result of ILO action to strengthen enabling policy and institutional environments and harnessing the potential of technological progress, innovation and digital transformation, is an increase in sustainable enterprises and SSE entities that will be more resilient, more led by women, inclusive, productive and environmentally friendly, contributing to social justice and generating decent jobs while reducing informality.
- 93.** The Conference Conclusions concerning the promotion of sustainable enterprises (2007) and the Conclusions concerning decent work and the social and solidarity economy (2022) will guide the implementation of the strategy. Work will draw on synergies with other outcomes, in particular on employment (outcome 3), social protection (outcome 6), rights at work

(outcomes 1 and 5) and will contribute to strengthening the technical capacity of the tripartite constituents in all relevant processes including through social dialogue (outcome 2). A gender equality and non-discrimination perspective will be incorporated into advisory services, knowledge products and capacity development activities.

94. The promotion of sustainable enterprises will be grounded in the ILOs normative framework and international labour standards and will be anchored in tripartism and social dialogue. The ILO will scale up the promotion of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) and will continue to promote responsible business conduct and respect for international labour standards, particularly the fundamental principles and rights at work across enterprises.
95. The ILO will focus on demand-driven responses that are tailored to the needs of specific countries, social partners and economic sectors. Knowledge building through research and evidence-based solutions will support the development of tools, methodologies and dialogue processes. Continued efforts will be placed on strengthening the capacity of constituents to create and grow sustainable enterprises that generate decent work taking advantage of the development of the green and digital economies; supporting youth and women entrepreneurship; promoting workers' rights and productivity; enhancing local development strategies; implementing measures to increase enterprise formalization and resilience; stimulating responsible and sustainable business and workplace practices; promoting innovative business models; and developing and implementing targeted programmes for specific and marginalized groups.
96. The ILO's support will be harnessed through strengthened partnerships with the UN, other multilateral, regional and subregional institutions and international financial and trade organizations. The ILO will engage with the financial sector in a drive to support productive, sustainable and resilient enterprises that create decent jobs and improve working conditions.

ILO focus in 2024–25

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

97. An enabling environment is key to the creation, growth and development of sustainable enterprises, considering the three dimensions of sustainable development – economic, social and environmental – as interdependent and mutually reinforcing pillars. Such an environment rests upon a well-defined and well-articulated set of policies spanning the fields of education, entrepreneurship, labour markets, fair competition, rule of law and finance, among others. The ILO will scale up and integrate its work through a systems approach to strengthen the capacity of constituents to create an enabling environment for sustainable enterprises, particularly MSMEs, women-led enterprises and SSE entities.
98. At country level, the ILO will support constituents in:
 - stocktaking and undertaking diagnoses through social dialogue of prevailing policies and regulatory frameworks and assessing their relevance, in line with international labour standards, to creating, supporting and maintaining sustainable enterprises throughout their life cycle;
 - identifying and addressing underlying challenges and opportunities for productivity enhancement, enterprise development, decent job creation, exercising worker's rights and entrepreneurship development;

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

99. At the global level, the ILO will:

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

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

100. Global technological, environmental and social trends, including in relation to responsible business conduct, create new opportunities and challenges for enterprises to promote inclusive growth and decent work. The ILO will strengthen the capacity of constituents to support enterprises to adapt to these realities by providing robust and evidence-based technical and policy advice based on international labour standards. Based on the MNE Declaration and other relevant instruments, the ILO will advise enterprises to implement responsible business conduct practices in line with international principles and standards.

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

- advancing decent work, fundamental principles and rights at work, productivity growth, formalization and responsible business conduct, including consideration for supply chain due diligence processes when applicable;
- improving the collection and use of data to develop evidence-based and integrated policies on supply chains that support inclusive economic growth, greener business practices and decent work;
- facilitate social dialogue and collective action to identify and address root causes of violations of labour rights in supply chains and promote access to remedy;
- engaging in home-host country dialogues and cooperation to discuss opportunities and challenges presented by operations of multinational enterprises, including by strengthening

the capacity of national social dialogue institutions and social partners in relation to the various forms of cross-border social dialogue;

- facilitating cooperation between public and private entities, including financial institutions, to promote decent work in supply chains, with a focus on respect for fundamental principles and rights at work.

102. At the global level, the ILO will:

- produce policy briefs, sectoral toolkits and practical tools to share comparative knowledge and good practices;
- develop an authoritative framework and source of data and statistics on decent work in supply chains derived from constituents, the ILO and other sources;
- research and document good practices, develop tools for enterprises to uphold ILO standards and policies, promote social dialogue and collective action that addresses decent work in supply chains, and prevent and solve disputes at national, subnational and sectoral levels;
- promote the principles and operational tools of the MNE Declaration and strengthen the ILO help desk and partnerships with international organizations, to ensure consistent guidance and support on responsible business conduct to constituents.

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

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

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

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

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

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

105. At the global level, the ILO will:

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

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

106. Formalization of enterprises contributes directly to decent work. It requires an integrated and coordinated approach across various government ministries and social partners. Collaboration around a coherent set of policies, strategies, regulations and support programmes is needed to make enterprise formalization easier and more attractive. The Office will support Member States in designing and implementing integrated approaches on enterprise formalization for decent work. This includes simplification and digitalization of business registration processes, creating effective incentives, delivery of sensitization and training programmes and strengthening partnerships to increase coordination and synergies among actors in the enterprise formalization ecosystem. Actions will link to research and other knowledge products under other outcomes, in particular on international labour standards, protection at work, social protection and policy coherence.

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

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

108. At the global level, the ILO will:

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

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

109. The ILO will support constituents to establish a conducive environment consistent with the nature and diversity of the SSE to harness the fullest potential of its entities to advance decent work, productive employment and improved living standards for all, as well as to contribute to sustainable development and sustainable enterprises. To this end, the ILO will develop and implement an Office-wide Strategy and Action Plan on Decent Work and the Social and Solidarity Economy (2023–28), which will be based on the Conclusions adopted by the International Labour Conference in 2022.

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

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

111. At the global level, the ILO will:

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

Outcome 5. Protection at work and equal opportunities for all

Strategy

- 112.** Labour protection and equal opportunities for all workers are key to their health, well-being, security and perception of fairness. They also contribute to more productive and diverse workforces and more cohesive and equal societies. Yet, ongoing crises are widening inequalities among workers and exacerbating pre-existing vulnerabilities and discrimination.
- 113.** Reinforcing labour protection, including by reaffirming the relevance of the employment relationship and improving compliance, is vital for reducing inequalities and building more inclusive and resilient societies. Equality of treatment and opportunities is also necessary if all workers are to enjoy adequate protection and full inclusion at work and in society. Work under this outcome, together with progress in creating more and better employment (outcome 3), policy coherence, gender equality, non-discrimination and inclusion, formalization and just transitions (outcome 7), will maximize the reduction of inequalities in the world of work. The strategy will also draw on synergies with other outcomes, in particular respect of the advancement of the fundamental principles and rights at work (outcome 1); increased representation of difficult to organize workers (outcome 2); enhanced workers' income security and reduced financial pressure on social protection (outcome 6).
- 114.** Through a set of complementary actions, workers will have access to better income security and working conditions, adequate wages, equal pay for work of equal value, and appropriate working hours and working time arrangement. Labour protection measures will be adapted, and OSH infrastructures and management strengthened to ensure that all workers, regardless of their contractual status and work arrangements, gender or other characteristics, are better protected. Workers with care responsibilities will be better able to reconcile paid work and unpaid care work, while workers in the care sectors, including domestic workers, will see their working conditions improve. ILO constituents will be better equipped to address work-related violence and harassment among migrant workers; in particular, temporary migrant workers will see their rights, safety and working conditions better respected, including through enhanced labour migration frameworks and better services.
- 115.** The ILO will step up efforts in support of the ratification and effective application of international labour standards, taking into consideration the comments of the supervisory bodies. It will also strengthen the capacities of constituents in realizing a safe and healthy working environment, minimum wage-setting and wage bargaining, working organization and working time, labour migration frameworks, transitions from the informal to the formal economy, and gender equality, non-discrimination and inclusion. Social dialogue, including collective bargaining, at different levels, including across borders, will be a chief mechanism to advancing labour protection. Further impetus will be given to the advancement of a transformative agenda for gender equality and non-discrimination through the rolling out at country level of the ILO 5R Framework for Decent Care Work. Key knowledge products, such as the next edition of the Global Wage Report, will be informed by country experiences and provide inputs to guide policy action. The flagship programme, Safety + Health for All and its Vision Zero Fund, the Fair Recruitment Initiative and the development cooperation programme on labour migration, will be instrumental in supporting the achievement of results.

ILO focus in 2024–25

Output 5.1 Increased capacity of Members for the realization of a safe and healthy working environment

- 116.** A safe and healthy working environment is central to people's well-being, sustainable enterprises, emergency preparedness and just transitions. In order to support its realization, the ILO will engage in global advocacy, awareness raising and leadership for coordinated multilateral action and in support of tripartite constituents for the ratification and effective implementation of Conventions Nos 155 and 187 and the other OSH standards, which cover different hazards or sectors, and to address the physical and mental health dimension of prevention, while considering the mutually reinforcing nature of OSH and other fundamental principles and rights at work. The Safety + Health for All programme and its Vision Zero Fund will be important vehicles to provide assistance to constituents. The ILO's normative framework will be strengthened to respond to current OSH challenges and cover normative gaps.
- 117.** At country level, the ILO will support constituents in:
- formulating national gender-responsive OSH policies and programmes, in coordination with public health, social protection, and other relevant policy frameworks;
 - developing strategies and interventions to address specific hazards and challenges, such as climate change, and to extend OSH protection to informal micro and small undertakings and the self-employed;
 - strengthening the national OSH infrastructure, especially regulatory frameworks, compliance mechanisms, occupational health services and recording and notification systems, improving national availability of data and contributing to reporting against SDG indicator 8.8.1;
 - strengthening capacities of tripartite constituents on OSH management, including in relation to violence and harassment, at all levels and throughout all layers of supply chains, in collaboration with the Turin Centre.
- 118.** At the global level, the ILO will:
- further to guidance from the Governing Body, implement a comprehensive strategy to follow-up to the resolution adopted by the Conference at its 110th Session to include a safe and healthy working environment in the framework of fundamental principles and rights at work, namely by liaising with multilateral partners, including other UN agencies, regional agencies, the G7 and G20 for increased outreach and advocacy;
 - update global estimates on work-related injuries and diseases and enhance the knowledge base on climate change, technology, new forms of work and other challenges;
 - document and disseminate OSH knowledge, data and good practices, and raise awareness, including through the World Day for Safety and Health at Work, other global and regional events, and platforms;
 - complement and update the ILO's normative framework on OSH on biological and chemical hazards, develop guidelines on chemical hazards and update the code of practice on safety and health in the use of machinery.

Output 5.2. Increased capacity of Member States to set adequate wages and promote decent working time

- 119.** Wages and working time are priority concerns for many of the world's 1.7 billion wage workers, for the enterprises that employ them, and the workers' organizations that represent them. In a context in which millions of workers earn low wages and work excessively long hours, the ILO will step up its efforts to support constituents in setting adequate and evidence-based wages, while exploring how minimum wages and social transfers can be combined to deliver a minimum living income, and in promoting decent working time.
- 120.** At country level, the ILO will support its constituents in:
- improving wage systems through social dialogue, including in the area of minimum wages, collective bargaining of wages, public sector pay, wage protection, and equal pay for work of equal value, and setting wage levels that take into account the needs of workers and their families as well as economic factors;
 - developing a better understanding of the macro factors and institutions that enable rising wages and engaging in national and/or sectoral living wage initiatives;
 - strengthening laws, policies and measures regarding working time limits and rest periods, as well as their implementation;
 - developing national laws, policies and other types of measures that promote balanced working time and work organization arrangements, such as telework, that can improve work-life balance, gender equality and productivity;
 - making adjustments to existing working time laws and policies and working time arrangements to preserve employment and enterprises in crisis situation.
- 121.** At the global level, the ILO will:
- prepare and publish a new edition of the ILO Global Wage Report;
 - develop a better understanding of living wages by undertaking peer-reviewed research on concepts and estimations in that regard;
 - explore how labour income and social transfers can be combined to ensure minimum living incomes for all those in need and reduce income inequality;
 - expand knowledge on wage and working time bargaining and how it can contribute to a fair share of productivity gains;
 - expand the knowledge base on flexible working time arrangements and telework that ensure work-life balance and gender equality, and respect limits on working time and protection of workers.

Output 5.3. Increased capacity of Member States to extend labour protection to groups of workers facing a high risk of exclusion

- 122.** The core dimensions of labour protection remain fully relevant today but recent transformations, notably the digitalization of the economy, also require new types of protection, like the protection of workers' personal data and right to privacy, and against inappropriate use of algorithms. While exclusion from protection is a long-standing problem for workers including casual, home-based and informal workers, it can also affect workers engaged in new arrangements, including platform workers. The ILO will work on these fronts

by strengthening constituent capacity to ensure, through social dialogue and notably with innovative approaches, that all workers enjoy adequate and effective labour protection, with special attention to those facing a high risk of exclusion.

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

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

124. At the global level, the ILO will:

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

Output 5.4. Increased capacity of constituents to promote investments and decent work in the care economy

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

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

- designing and implementing care policy packages, including through the use of diagnostic and analytical tools, grounded in international labour standards;
- costing investments and mobilizing domestic resources for the care economy, and measuring the employment impacts of such investments;
- assessing and improving working conditions and representation of care workers, including migrant and domestic workers, and facilitating their transition towards formality;

- in cooperation with the Turin Centre, delivering family-friendly workplace policies and practices that are inclusive of workers vulnerable to exclusion and discrimination, including domestic workers;
- piloting innovative childcare solutions to accompany labour-intensive programmes.

127. At the global level, the ILO will:

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

Output 5.5. Increased capacity of Member States to develop fair and effective labour migration frameworks

128. Migration, if well-governed, can contribute to economic growth and the well-being of migrant workers and their families. Yet, existing gaps in labour migration governance and migrant and refugee workers' protection require the ILO to accelerate support for the implementation of rights-based migration frameworks, responsive to gender and the needs of workers in vulnerable situations such as youth and persons with disabilities, and to foster policy coherence among migration, employment, labour and social protection policies, gender equality and non-discrimination.

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

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

- strengthening adaptation strategies for labour mobility and displacement induced by climate change through the development and implementation of ILO guidance and tools, including through regional partnerships.

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

- step up its leadership to elevate ILO's standards and approaches, including the role of the social partners, within the UN Network on Migration and with other partners and forums, particularly related to the Global Compacts for Migration and Refugees;
- support the production of labour migration statistics, including recruitment costs measurement under SDG indicator 10.7.1; expand the ILO's labour migration statistical database; and update ILO global and regional estimates on migrant workers, including in the care economy, based on ICLS guidelines;
- strengthen advocacy and partnerships for rights-based approaches to labour migration, including through bilateral and multilateral labour migration and social security agreements, interregional dialogue and intensified dissemination of ILO tools and guidance, such as under the Fair Recruitment Initiative and its Global Knowledge Hub.

Outcome 6. Universal social protection

Strategy

- 131.** Growing volatility and the risk of systemic crises have confirmed the importance of developing human-centred and rights-based social protection strategies and policies, guided by international labour standards (outcome 1) and social dialogue (outcome 2). By ensuring that their social protection systems, including floors, are universal, comprehensive, adequate and financially sustainable, countries can prevent poverty, reduce entrenched inequalities, social exclusion and insecurity, and maintain workers' income and living standards as they navigate their life and work transitions, enhance productivity and ensure that transformations of economies and societies are inclusive and socially just.
- 132.** Progress towards the achievement of universal social protection has been slowed down by high levels of informality and inequality, limited fiscal space for financing social protection, institutional fragmentation that reduces effectiveness and efficiency, as well as changing priorities generated by health and socio-economic crises, geopolitical tensions, technological transformations, climate change and demographic shifts. While the COVID-19 pandemic exposed significant deficits in social protection systems, it also triggered an unparalleled social protection policy response to protect people's health, incomes and jobs, ensure business continuity, stabilize aggregate demand and foster social cohesion.
- 133.** To be effective, however, investment in social protection must go beyond one-off crisis response measures and be part of broader and longer-term policies that prevent poverty, reduce inequalities and contribute to employment creation (outcome 3), productivity growth, decent work and an enabling environment for sustainable enterprises (outcome 4). It also requires securing adequate financing for public social expenditure, including by creating fiscal space and strengthening the governance of social protection systems to ensure their sustainability, resilience and responsiveness to both life-cycle risks and co-variate shocks. Complementing protection at work (outcome 5), improved access to adequate social protection will ensure that workers in all types of employment and their families will enjoy greater income security and access to healthcare. This will require in particular the extension of coverage to workers and enterprises in the informal and rural economies, domestic workers,

platform workers, migrants and persons with disabilities, and the reduction of gender inequalities in coverage and adequacy.

134. Guided by the ILO Centenary Declaration, the ILO Global Call to Action and the International Labour Conference resolution concerning the second recurrent discussion on social protection (social security) (2021) and its Plan of Action 2021–25, the ILO will step up efforts in support of the ratification and effective application of international social security standards, taking into consideration the comments of the supervisory bodies. It will also focus on increasing constituents' capacity for the formulation, implementation, monitoring and evaluation of social protection policies and strategies, and for the governance and administration of national social security systems, with effective social dialogue and the involvement of social partners. Key knowledge products, such as the ILO World Social Protection Database, the prime source for monitoring and reporting on the SDG indicator 1.3.1, and the related World Social Protection Report, will be further strengthened to guide policy action.
135. Policy coherence, multi-stakeholder engagement, including with international financial institutions, and partnerships for coordinated responses will be an important element of the strategy. The ILO will leverage the momentum created by the Global Accelerator on Jobs and Social Protection for Just Transitions and the Global Social Justice Coalition (outcome 7) in supporting countries to build and finance social protection systems. The flagship programme on Building Social Protection Floors for All will play a key role in supporting the delivery of technical services to constituents, fostering strategic partnerships and mobilizing development cooperation resources.

ILO focus in 2024–25

Output 6.1. Increased capacity of Member States to develop social protection strategies, policies and legal frameworks that are inclusive, gender-responsive and sustainable

136. To realize universal social protection, reduce inequalities and achieve the SDGs, the ILO will support the development of social protection policies and systems, including floors; promote evidence-based and innovative extension strategies, including to enterprises and workers in the informal and rural economies, encompassing disadvantaged groups such as migrants and persons with disabilities; and strengthen the coordination of contributory and non-contributory schemes to ensure social protection access for all based on principles of redistribution and solidarity to avoid unduly shifting financial risks to individual workers and employers.
137. At the country level, the ILO will support constituents in:
 - ratifying and applying up-to-date social security standards, including the Social Security (Minimum Standards) Convention, 1952 (No. 102);
 - designing and implementing gender-responsive and disability-inclusive social protection policies and systems, including social protection floors, based on social dialogue and anchored in legal frameworks guided by Convention No. 102, the Social Protection Floors Recommendation, 2012 (No. 202), and other relevant standards;
 - strengthening their capacities to adequately and sustainably design, implement and monitor social protection systems, including with the Turin Centre and through South–South and triangular cooperation and multi-stakeholder partnerships;

- developing and implementing policies to extend social protection to those in informal employment and ensure comprehensive and adequate access to social protection for workers in all types of employment, facilitating the formalization of workers and enterprises, including SMEs in line with Recommendations Nos 202 and 204.

138. At the global level, the ILO will:

- promote the ratification of Convention No. 102 and other up-to-date social security standards;
- develop policy guidance for responsive and inclusive social protection systems, including floors, taking into account structural transformations and crises;
- conduct research and develop policy guidance on the relationship between social protection and employment, combining contributory and tax financing methods for a multi-tiered system that protects workers in all types of employment;
- reaffirm the ILO's mandate, normative framework and leadership on social protection in the multilateral system and promote policy coherence through strategic partnerships, including within UN Cooperation Frameworks and multi-stakeholder partnerships (Social Protection Interagency Cooperation Board (SPIAC-B), Global Partnership for Universal Social Protection to Achieve the Sustainable Development Goals (USP2030)).

Output 6.2. Increased capacity of Member States to strengthen social protection systems and ensure sustainable and adequate financing and sound governance

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

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

- developing adequate and sustainable social protection financing strategies and promoting the participation of ILO constituents in national dialogues with Ministries of Finance, including with UN country teams and international financial institutions;
- improving the capacities for the governance, institutional coordination and administration of social protection systems and schemes, including through actuarial valuations, fiscal space analysis, policy, legal, institutional and monitoring frameworks, harnessing digital technologies and new service delivery modalities; strengthening capacities to collect and analyse gender-disaggregated statistics and track progress in achieving universal social protection through SDG indicator 1.3.1.

141. At the global level, the ILO will:

- enhance and update the World Social Protection Database providing internationally comparable social protection statistics, and publish the World Social Protection Report;

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

Output 6.3. Increased capacity of Member States to harness social protection for inclusive life and work transitions and structural transformations

- 142.** In the context of a changing world of work and multiple crises, the ILO's support will reinforce social protection policies, in tandem with other social and economic policies, including labour protection, to facilitate life and work transitions and ensure access to adequate social protection throughout people's lives. The ILO will reinforce the role of social protection in enabling well-functioning labour markets that generate productive and decent employment and facilitating formalization.
- 143.** At the country level, the ILO will support constituents in:
- investing in social protection for children and families in a gender-responsive manner, also contributing to eliminating child labour;
 - enhancing unemployment protection, employment injury protection, disability benefits and other measures to ensure income security and facilitate active inclusion, in coordination with labour markets, skills, wages and OSH policies;
 - facilitating the acquisition and maintenance of social security entitlements in the context of labour mobility, including for migrant workers;
 - strengthening social health protection to reach universal health coverage, ensure income security during sickness and maternity, and address the need for long-term care services;
 - coordinating employment, social protection and environmental policies, and aligning financing and investment priorities to create decent jobs, universal social protection and just transitions, including in the UN Global Accelerator's pathfinder countries.
- 144.** At the global level, the ILO will:
- conduct research on the impact of social protection on health, poverty, inequality, labour market, productivity, macroeconomic stability and economic growth, and on achieving the SDGs, in particular target 1.3;
 - conduct research and update evidence-based guidance on coordinated social protection, employment and active labour market policies, supporting just transitions;
 - engage with strategic partners on the role of social protection in fostering just and inclusive life and work transitions;

- reaffirm the ILO's mandate in the framework of the UN Global Accelerator on Jobs and Social Protection for Just Transitions and the Global Social Justice Coalition, promoting the involvement of employers' and workers' organizations on social protection policy issues at all levels.

Outcome 7. Integrated policy and institutional responses for social justice through decent work

Strategy

145. The ILO was founded on the shared commitment of its tripartite constituents to social justice through a balanced approach to economic and social goals, as defined in its 1919 Constitution, the 1944 Declaration of Philadelphia and reaffirmed in the Social Justice Declaration and the Centenary Declaration. The pursuit of the ILO's social justice mandate in the contemporary world of work is articulated in the Decent Work Agenda and takes place in a context of profound transformations that require increased international commitment to shared objectives, building on a common understanding of the need for cooperation and solidarity to achieve and sustain human security.
146. The inclusion of decent work as a major goal in the 2030 Agenda and its recognition as one of the elements of a renewed social contract in the UN Secretary-General's report *Our Common Agenda* are testimony to the international commitment to achieve this shared objective, especially in relation to employment and social protection, and the key role of social dialogue in this regard. However, greater policy coherence and deeper collaboration between the ILO, the United Nations and other international and regional organizations are needed to further support Member States in their efforts to translate international commitments into effective policies and programmes that yield concrete decent work outcomes at the country level. In parallel, increased policy coherence across international and regional organizations needs to be matched by greater coherence with international financial institutions and between line ministries at the country level, as well as within the ILO.
147. The Global Social Justice Coalition will serve as the political framework for policy coherence at the multilateral level on the ILO and broader global policy agenda. It will strengthen coherence and cooperation between the ILO and its constituents with the wider UN development system, the international financial and trade institutions, regional development banks, the World Trade Organization (WTO), development partners, civil society organizations, business and academia. Other relevant multilateral processes such as the G7, G20, and BRICS ² will also be harnessed to increase political momentum towards achieving the goals of social justice and decent work. The Coalition could become the leading policy platform concerning the world of work towards the UN World Social Summit and in its follow-up, thereby helping to define social justice and decent work in the post-2030 Development Agenda. The Global Social Justice Coalition will build on the work of the Global Accelerator on Jobs and Social Protection for Just Transitions to increase multilateral coordination and support Member States in implementing and financing integrated policies and strategies to create decent jobs, extend social protection and facilitate just transitions.
148. For the ILO to successfully enhance its leadership role within the international community there is a need to reinforce internal coherence and coordination within the Office. As part of

² Brazil, Russian Federation, India, China and South Africa.

this effort, the ILO will establish five action programmes in key policy areas that cut across the policy outcomes and that present significant challenges and opportunities for the promotion of social justice through decent work, notably: (i) gender equality, non-discrimination and inclusion; (ii) the transition from the informal to the formal economy; (iii) just transition toward environmentally sustainable economies and societies; (iv) decent work in supply chains, investment and trade; and (v) decent work in crisis and post-crisis situations. The action programmes will focus on the effective coordination and integration of policies and activities across the different areas of the ILO's work, and the provision of integrated support to constituents. They will serve as entry points to rally support and partnerships around the Global Social Justice Coalition and will be linked to the Global Accelerator on Jobs and Social Protection for Just Transitions.

ILO focus in 2024-25

Output 7.1. Improved coherence in multilateral support for the development and financing of integrated policy responses for social justice through decent work

149. Placing social justice and decent work at the centre of national economic, financial, environmental, trade and social policies and international cooperation is essential to promote inclusive growth, improved living standards and reduce inequality. Through the Global Social Justice Coalition, the ILO aims to elevate the priority placed on social justice and decent work in the relevant policies across the multilateral system and help increase the financing available for closing gaps towards the compliance of the SDGs related to decent work. This will involve closer cooperation and coherence among UN agencies, international financial institutions, trade and investment organizations and development cooperation partners, including in the framework of the Global Accelerator on Jobs and Social Protection for Just Transitions.
150. To improve multilateral coherence the ILO will:
 - support integrated, evidence-based and gender-responsive nationally owned strategies for social justice through decent work, based on social dialogue and international labour standards, providing advice as “One ILO” in a coordinated and coherent manner with the multilateral partners of the Global Social Justice Coalition and the Global Accelerator on Jobs and Social Protection for Just Transitions and other UN-level networks, joint programmes and inter-agency task forces;
 - promote a stronger integration of the Decent Work Agenda in UN Cooperation Frameworks and activities of other UN entities, and increase its participation in UN country teams;
 - support national constituents in the development of equitable and sustainable financing strategies for the integrated country-led approaches;
 - facilitate multilateral support for “pathfinder” countries of the Global Accelerator on Jobs and Social Protection for Just Transitions through the Technical Support Facility developed in collaboration with UN partners;
 - strengthen tripartite bodies and consultation processes that enable regular dialogue among social partners, ministries of labour, social protection, finance, planning, development and other governmental bodies relevant to policy integration and financing strategies for decent work, both at the national and sectoral level;
 - make a strong contribution in the preparation of relevant global forums to promote the central inclusion of the Decent Work Agenda;

- strengthen engagement with the International Monetary Fund, World Bank, WTO, G7, G20, BRICS, other intergovernmental processes, regional bodies, multilateral and regional development banks in pursuit of policy coherence and adequate financing from national and international sources for decent work, labour protection and universal social protection, as well as continue promoting policy coherence within UN inter-agency bodies, such as the UN System Chiefs Executives Board for Coordination (including the High-Level Committee on Programmes and the High-Level Committee on Management); the United Nations Sustainable Development Group, and other UN bodies, in particular UN Regional Economic Commissions.

Output 7.2. Improved coherence in support and action to implement a transformative agenda on gender equality, non-discrimination and inclusion

- 151.** Deep-rooted and structural inequalities continue to afflict the life chances of women and marginalized communities, including indigenous peoples, people of African descent, ethnic minorities, people with disabilities, people living with HIV and lesbian, gay, bisexual, transgender, intersexual or queer (LGBTIQ+) persons. A transformative agenda, as called for by the Centenary Declaration and the Global Call to Action, requires coordinated and concerted action in several areas to secure rights, protection and equitable economic participation. Through a dedicated action programme, the ILO will generate and disseminate knowledge on emerging forms of discrimination, such as those facilitated by technology, as well as tackling persistent manifestations of discrimination such as gender pay gaps, occupational segregation and violence and harassment, including gender-based violence and harassment. The impact of intersectionality in exacerbating discrimination, stigma and exclusion will be taken into account.
- 152.** In particular, the ILO will:
 - develop qualitative and quantitative research on the structural barriers to the advancement of women and marginalized groups in labour markets, and examine and monitor global trends, with a focus on digitalization and climate change;
 - build capacities for the ratification and effective implementation of international labour standards relevant to equality and non-discrimination;
 - strengthen legal, policy and institutional frameworks aimed at eliminating all forms of discrimination, including violence and harassment and through applying an intersectional approach;
 - provide technical assistance and strengthen the capacity of constituents to implement equal pay measures, inter alia through sectoral approaches, including through the EPIC;
 - strengthen the capacity of the social partners to increase the representation of women and marginalized groups in decision-making processes;
 - develop policy guidance and tools on equality, diversity and inclusion, with a focus on persons with disabilities;
 - gather and expand knowledge on the underlying causes and impacts of gender-based industrial and sectoral occupational segregation, including in relation to equal pay for work of equal value;
 - building on the ILO's worldwide survey, enhance knowledge on discrimination-based violence and harassment, and effective actions to prevent and address it;

- as a co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS), advance ILO's approaches and standards in implementing the Global Aids Strategy to reduce inequalities that drive the HIV epidemic.

Output 7.3. Improved coherence in support and action to facilitate transition from the informal to the formal economy

- 153.** Transition to formality improves access of people in the informal economy to rights and protection and enhance the capacity of workers and enterprises to contribute to and benefit from an inclusive and sustainable development, which are conditions to reduce poverty and inequalities and build more resilient societies. Through a dedicated action programme, the ILO will improve coherence and effectiveness of policies by: (i) building a shared understanding, based on evidence, among constituents and the multilateral systems, on why and how to address informality; (ii) strengthening the capacity of constituents to implement integrated and coherent formalization strategies and to improve the coordination, integration, and synergies between distinct policy interventions in the area; and (iii) developing joint initiatives with the multilateral system on transition to formality.
- 154.** In particular, the ILO will:
- develop the evidence base, including statistics, on informality, its consequences, its drivers and the opportunities for change, to foster among constituents and within the multilateral system a shared understanding of the necessity to act on integrated and gender-transformative pathways to formality, in line with Recommendation No. 204;
 - build, jointly with UN agencies and international financial institutions and through social dialogue, coherence and synergies at national or sectoral levels between different policy interventions contributing to the transition to formality through: (i) the design of innovative, integrated and gender-responsive strategies; and (ii) the development of coordination mechanisms and other institutional arrangements;
 - raise awareness of constituents about the advantages of adopting coherent and integrated approaches on transition to formality and strengthen their capacity, in cooperation with the Turin Centre, to implement such approaches, including through exchanges of experiences between countries and regions;
 - develop tools and innovative approaches, including through the use of digital technologies, on integrated approaches of formalization;
 - compile and disseminate research, tools, data and publications and support a community of practice on informality, risks of informalization and formalization policies and measures;
 - build partnerships, with the active participation of constituents, with UN agencies and international financial institutions and enhance development cooperation to develop joint policy initiatives and research on transition to formality.

Output 7.4. Improved coherence in support and action to facilitate just transitions towards environmentally sustainable economies and societies

- 155.** Coherent and effective policies and financing for a just transition are instrumental to address opportunities and challenges in the path towards sustainability. Such policies cut across different fields and place decent work and social justice at the centre of climate and environmental action. Through a dedicated action programme, the ILO will support integrated measures for a just transition and foster greater coherence in multilateral initiatives. The

strategy will be grounded in the ILO's *Guidelines for a Just Transition towards Environmentally Sustainable Economies and Societies for All* and be informed by guidance from the 2023 International Labour Conference. The strategy will ensure coordination of Office-wide efforts, leverage synergies with work under different outcomes and strengthen mainstream approaches. Initiatives with just transition, climate action and circularity at their core, such as the Climate Action for Jobs, will be promoted.

156. In particular, the ILO will:

- conduct inclusive gender-responsive and sector-sensitive assessments of employment, economic and social impacts of climate and environmental change, and policy and sectoral responses at country level;
- support integrated policies, measures and programmes for green jobs creation and a just transition to environmental sustainability and circularity at country level through social dialogue, policy coordination, the promotion of decent work in climate action, UN system engagement, financing strategies and technical assistance, with particular attention to the needs of vulnerable workers, including migrants and those forcibly displaced, and SMEs;
- strengthen constituents' capacities on policies, plans and programmes for a just transition;
- deliver global research, tools, and knowledge-sharing on the nexus between decent work and environmental challenges, and on policy and financing responses;
- foster the ILO's engagement in multilateral and regional processes and platforms, such as the United Nations Framework Convention on Climate Change, United Nations Convention to Combat Desertification, Convention on Biological Diversity, G7, G20, issue-based coalitions, Partnership for Action on Green Economy and the Platform for Accelerating the Circular Economy;
- strengthen resource mobilization, development cooperation and partnerships, including with multilateral development banks and the Global Environmental Facility, to integrate employment, social protection, skilling, employment services and business development services analysis, policy guidance and investment in climate-lending programmes and financing.

Output 7.5. Improved coherence in support and action to advance decent work outcomes in supply chains

- 157.** Supply chain, trade and investment policies are important entry points to advance decent work. In line with the "building blocks for a comprehensive strategy on achieving decent work in supply chains" adopted by a Tripartite Working Group in 2022, the action programme will ensure coherence in the delivery of a coordinated, ambitious, holistic, comprehensive strategy reflecting a mix of national, international, mandatory and voluntary measures to support constituents in addressing gaps in their capacity to advance decent work outcomes in supply chains, including through trade and investment policies.
- 158.** Through a dedicated action programme, the ILO will actively engage with and ensure a lead role among multilateral organizations, international financial institutions and other relevant partners working on decent work in supply chains, including those within the international trade architecture.
- 159.** In particular, the ILO will:

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

Output 7.6. Improved coherence in support and action to promote decent work in crises and post-crisis situations

- 160.** Supporting constituents and social dialogue for the promotion of decent work in situations of conflict, disaster and socio-economic downturn and in fragile states is essential to address root causes of crises and to create pathways to peaceful, stable and resilient societies. Through a dedicated action programme, the ILO will improve the coherence and effectiveness of its approach to crisis response, peace and resilience and ensure the implementation of constituents-led interventions at all stages of the Humanitarian-Development-Peace-Nexus (HDPN), with a focus on people made particularly vulnerable by crises, including those that are forcibly displaced. Recommendation No. 205 and the *Guiding Principles: Access of Refugees and other Forcibly Displaced Persons to the Labour Market* will provide the normative and policy framework for the strategy. Evidence-building on the role of decent work as a driver of socio-economic stabilization, social inclusion and cohesion, peace and resilience, will be strengthened.
- 161.** In particular, the ILO will:
- ensure business continuity of ILO activities and immediate crisis response by addressing security, operational and implementation challenges and by strengthening internal capacities to prevent, respond to and recover from crises, applying adequate fast-track implementation modalities as appropriate;
 - ensure early involvement of constituents in crisis response, also through the development of partnerships with relevant national, bilateral and multilateral actors including international financial institutions;

- collaborate with constituents to promote decent work for crisis prevention, preparedness and mitigation, integrate decent work in contingency plans, and mainstream conflict-sensitivity, peace-responsiveness, socio-economic resilience and disaster risk reduction in national and local policies, DWCPs and projects;
- support the development of decent work-related data, monitoring and assessment tools across the HDPN, in a gender-responsive non-discriminatory manner, including through the application of new digital technologies;
- implement Recommendation No. 205 including world of work-related issues and constituents in multilateral, South–South, national, local and sectoral strategies and investments designed to operationalize the HDPN, especially in UN Cooperation Frameworks, to encourage a culture of prevention and peacebuilding through decent work;
- facilitate the development of knowledge, evidence and capacities to enable ILO staff and constituents to realize decent work in the HDPN, taking into account lessons learned from the COVID-19 pandemic and other crises;
- systematically update and implement standard operating procedures, and produce periodic reports on the contribution of decent work to socio-economic stabilization, social cohesion, peace and resilience.

► IV. Enablers

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

162. The effectiveness of the ILO in advancing social justice through decent work depends on its ability to develop and manage an authoritative knowledge base with quantitative and qualitative evidence on world of work challenges and policy innovations, as well as on its international leadership. The Office will continue strengthening these dimensions of the ILO's work to enhance its capacity to serve the constituents' needs and priorities through training, policy advice and policy evaluation. The Office will also analyse the need and opportunity to establish a specific centre for the evaluation of public policies. Leveraging the visibility and outreach of the ILO's work in these areas also helps the Organization shape solid partnerships and mobilize development cooperation.
163. To enhance its support to constituents, consolidate partnerships and multilateral policy coherence, and increase the impact of its communication and advocacy efforts, the ILO will strengthen its position as a global centre of excellence for data and knowledge on issues related to the world of work with a focus on the post-pandemic recovery. It will also continue building evidence on what works in strengthening labour market governance to overcome structural challenges and foster resilience, and will support the identification and scaling up of innovative solutions to advance social justice through decent work in a context of instability.
164. The Global Social Justice Coalition will be at the centre of the ILO's partnership strategy. The Coalition will promote policy coherence and financing for social justice and will contribute to the mobilization of resources for development cooperation. Through the Coalition and ensuring the active and meaningful participation of the social partners, the ILO will establish country level targeted partnerships and deepen collaboration with UN entities, international financial institutions, development partners, private foundations, government institutions,

academia and media. Efforts to strengthen South–South and triangular cooperation will continue, along with dedicated efforts to develop strategic partnerships and development cooperation that supports the institutional capacity of constituents and the achievement of the policy outcomes, aligned with the ILO’s Development Cooperation Strategy and its implementation plan.

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

- 165.** The ILO will continue to support constituents to produce and analyse quality statistics using innovative methods based on sound internationally agreed statistical standards adopted by the ICLS, and to strengthen its capacity to compile and disseminate harmonized data on SDG indicators and emerging new areas of labour statistics with the more disaggregated scope, particularly focusing on gender, groups in vulnerable situations and specific economic sectors. Focused support through capacity-building and technical assistance to enhance labour market information systems will be expanded to cover all the dimensions of the Decent Work Agenda and to incorporate new sources of data and innovative ways of analysis. The emergence of new forms of work and associated characteristics, as well as recently adopted ILO Conventions call on the ILO to provide adequate statistical definitions and guidance to be eventually adopted as an international statistical standard by the ICLS.
- 166.** Specific deliverables during the biennium will include:
- a capacity-building and technical assistance programme to support Member States in adopting the latest statistical standards as endorsed by the ICLS on key labour market variables like work, work relationships and informality, and in producing and disseminating statistics in relation to SDG indicators under the ILO’s custodianship and those related to decent work;
 - strengthened support to develop labour market information systems integrated in national statistical systems with increased capacity to analyse decent work trends, including by carrying out regional training activities with the Turin Centre;
 - consolidated and enhanced ILOSTAT database based on an updated and enlarged harmonized microdata repository;
 - new analytical work on new frameworks and tools to support the adoption of statistical standards on topics where these do not exist or need urgent attention, such as platform work, telework, labour migration, violence and harassment at work, occupational safety and health at the workplace or industrial relationships;
 - revised process of updating the existing International Standard Classification of Occupations (ISCO-08) based on artificial intelligence techniques.

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

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

- 168.** Research will be carried out through inter-departmental collaboration, with special attention to topics prioritized by constituents and in consultations with them, meeting needs identified at country and regional levels in relation to the main elements of the new social contract and issues such as productivity growth and decent work or the minimum living income. Internal collaboration will seek to strengthen the complementarities and synergies of research across the Office and to improve coherence in the planning of new projects and practical application of recently published work for the benefit of constituents. Research will benefit from the expansion of engagement, consultation and partnership with constituents, academic and research institutions in different regions, United Nations, international financial institutions, other multilateral organizations and key knowledge networks.
- 169.** Specific deliverables during the biennium will include:
- global flagship reports that analyse major trends in the world of work and the state of social justice in the world incorporating the latest statistical data available and using state-of-the-art models to provide anticipatory trajectories of main labour variables on an annual basis, and that address special themes on evolving world of work challenges relevant to constituents on a rotating basis (for example, the Global Wage Report, World Social Protection Report, Social Dialogue Report);
 - cutting-edge research reports, briefs and working papers to strengthen the knowledge base on key world of work issues relevant to the constituents and to identify policy gaps requiring scaled-up support for delivery of the human-centred recovery at national levels, actively mainstreaming gender equality and non-discrimination;
 - a strengthened, coherent ILO research agenda on key world of work challenges and opportunities in the digital economy, serving as a robust platform for policy and social dialogue among constituents on this key issue as framed by the Centenary Declaration;
 - enhanced training for constituents on evidence-based policymaking to strengthen institutional capacities to improve the design, evaluation and implementation of world of work public policies.

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

- 170.** Based on guidance provided by the Governing Body during 2022–23, the Office will establish a system to identify new solutions developed by constituents and other relevant stakeholders to adapt, finance or scale-up policies, practices and institutions of work that promote social justice through decent work. The ILO will establish an innovation facility to coordinate innovation initiatives in priority policy areas carried out by different organizational units, at headquarters and in the regions. The facility will be a safe space for experimentation. It will foster an organizational culture supportive of innovation, ensure the active participation of the ILO in the UN Innovation Network and promote partnerships and resource mobilization for innovation.
- 171.** Deliverables during the biennium will include:
- a system and methodology established to identify, support and scale-up innovative solutions pursued by ILO constituents to boost the scale and impact of policies and institutions that promote social justice through decent work, with a focus on areas prioritized within the policy outcomes and on innovative financing;

- a network of innovative organizations and actors to facilitate exchange of information and knowledge about what works and what does not work in the promotion of social justice;
- improved selected ILO tools and services to constituents to increase reach and impact, including by leveraging appropriate and sustainable technologies;
- Office-wide initiatives to promote a culture of innovation across the ILO and innovative solutions developed to improve business processes to increase efficiency and value for money.

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

- 172.** The Office will continue to implement the Development Cooperation Strategy 2020–25, strengthening collaboration with a wide range of organizations and initiatives, including the Global Accelerator on Jobs and Social Protection for Just Transitions, to leverage capabilities, knowledge, expertise as well as funding for the delivery of the policy outcomes and the 2030 Agenda, with the objective to enhance resource mobilization towards the support of the constituents in Member States.
- 173.** The Office will also channel collaborations towards existing funding gaps under the policy outcomes. Peer-to-peer exchanges between constituents and other partners will continue to be strengthened, including through South–South and triangular cooperation and in cooperation with the Turin Centre. Public–private partnerships will help the ILO better achieve agreed policy objectives. Special emphasis will be placed in enhancing the ILO’s access to voluntary funding and resources in the context of the reformed UN development system and its partnership and funding modalities, as well as to support the participation of constituents in UN country level development planning processes, thereby enhancing the ILO’s contribution to the 2030 Agenda. Improving accountability, monitoring, reporting and transparency on the use of resources and on the results achieved will remain priorities.
- 174.** Specific deliverables during the biennium will include:
- global, regional, and country-specific technical support to reinforce engagement and partnerships with UN entities, international financial institutions, regional development banks, multilateral organizations, UN issue-based coalitions, multi-stakeholder partnerships as well as South–South and triangular cooperation and public–private partnerships;
 - global, regional and country-specific support to ILO constituents’ engagement with the UN development system to improve adequate access to resources at the national level within the UN Cooperation Frameworks;
 - structured partnership and funding dialogues addressing ILO key priority areas, widely discussed with constituents, and involving an expanded range of partners;
 - a partnership, advocacy and outreach plan to mobilize development cooperation for the Global Social Justice Coalition.

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

- 175.** The ILO will use the latest technology and tools to create and market content that promotes ILO research, data, impact and advocacy, thereby increasing the visibility of its work and results. This means packaging knowledge content and human stories and developing campaigns in ways that are most likely to be viewed, understood and used by ILO primary audiences, including through social and mass media. Focus will be placed in enhancing

outreach, connecting with the constituents, the multilateral system and development partners, while ensuring that communication efforts also reach a wider audience. Audience research and analytics of the performance of ILO communication on various platforms and channels will determine what content is produced and how it is shared. While digital communication and mobile technology are rapidly expanding, care will be taken to ensure that the right methods are used for each audience and location. This includes making gender-balanced, inclusive and sustainable content available in multiple languages and ensuring that it is accessible for persons with disabilities.

- 176.** To ensure a global and coordinated ILO communication effort, offices and departments will be equipped with guidelines, templates and training. Particular emphasis will be placed on horizontal collaboration across regions. Appropriate partnerships will be supported and used to further strengthen outreach and advocacy, including with organizations and individuals that can help amplify messages on key issues.
- 177.** Specific deliverables during the biennium will include:
 - communication content informed by audience analytics, to provide the right type of content in the right place for the right audiences;
 - innovative communication platforms, including a new ILO global website, to improve user experience, present ILO content in a modern and functional way and highlight progress in decent work brought about by the ILO;
 - global horizontal collaboration and communications guidance space, combining SharePoint and Teams, to strengthen the “One-ILO” communication effort;
 - partnerships with media and other organizations to enhance communication on the Global Social Justice Coalition.

Enabler B. Improved leadership and governance

- 178.** Through its governance structure, the ILO and its constituents take a leadership role in the development of global standards and policies for social justice through decent work, as a distinctive feature of inclusive and productive economies, cohesive societies and good governance. This leadership function is especially relevant in a world shaken by multiple crises. The Global Social Justice Coalition will be an opportunity for the ILO to strengthen its leadership role to achieve the full potential of the Social Justice Declaration, accelerate the implementation of the Centenary Declaration, including by giving effect to the Global Call to Action, and pursue the decent work-related targets of the 2030 Agenda.
- 179.** To enable effective governance, the Office will continue providing support to the agenda-setting process, delivering high-quality, independent and timely legal services to the constituents. The ILO will capitalize on the experience gained during the pandemic and will retain and develop sustainable innovative solutions in meeting services and documents production to further facilitate the consensus building process. The Office will continue providing assurance that the Organization achieves its objectives effectively and efficiently, through strengthened oversight and evaluation functions, focusing on accountability and learning.
- 180.** The Office will continue to engage with UN institutional bodies and processes at the country, regional and global levels, including the United Nations Chief Executives Board for Coordination, the Joint Inspection Unit and the United Nations Evaluation Group. In doing so, the ILO will benefit from good practices in leadership, governance, oversight and evaluation

and will have the opportunity to promote an understanding of the ILO's specificities, notably international labour standards, tripartism and social dialogue, within the UN system.

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

- 181.** The Office will support the International Labour Conference and the Governing Body to provide strategic direction for the Organization's work and will give effect to decisions made by the governing organs. The ILO will continue to make best use of its tripartite structure and convening authority to lead and shape a human-centred recovery through effective tripartite decision-making and enhanced political engagement. The relevance and impact of regional meetings will be analysed to inform a decision on the most efficient way of ensuring regional leadership in the framework of article 38 of the ILO Constitution. Particular efforts will be devoted to stepping up ILO leadership at country level with appropriate skills and resources by improving the alignment of national programmes that meet the diverse needs of the constituents with the global goals of the Organization and UN planning processes.
- 182.** Specific deliverables during the biennium will include:
- authoritative policy and normative outcomes and instruments adopted by the International Labour Conference for the ILO to play a leadership role in setting up a common agenda for a Global Social Justice Coalition and in delivering on the 2030 Agenda; this will be pursued through enhanced and inclusive political engagement and policy dialogue at global, regional and national forums, as well as through the meaningful participation of representatives of other international organizations and international non-governmental organizations within the framework of the Conference;
 - improved functioning of the recurrent discussions, including the implementation of a new cycle, in light of the resolution on Advancing Social Justice through Decent Work, as a means of informing ILO strategic priority setting, based on a better understanding of the different needs of the constituents and their capacities and on an assessment of the results of the ILO's activities;
 - an adaptive country programming management process and related systems to support constituents' engagement in planning, monitoring and reporting on progress towards results, linked to DWCPs and the UN Sustainable Development Cooperation Frameworks, and to ILO operations more broadly in countries where there is no DWCP.

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

- 183.** Support from the Office to the governing organs will aim at achieving further improvements in their operations, increasing inclusiveness, transparency and efficiency. This will be achieved through enhanced consultations with constituents on agendas and processes, and through the timely provision of quality official documents. The Office will continue supporting the discussions concerning constituents' full, equal and democratic participation in the ILO tripartite governance, notably intensifying the promotion of the entry into force of the 1986 Amendment to the ILO Constitution. Focus will be placed on strengthening tripartite engagement and participation in policymaking and decision-making through electronic means and tools, taking advantage of technology and experience obtained during the pandemic.
- 184.** Specific deliverables during the biennium will include:
- proposals for continued support, as appropriate, of constituents' discussions on the full, equal and democratic participation in the ILO tripartite governance, based on relevant decisions and guidance of the governance organs; a periodically revised and shared

portfolio of Conference agenda items through continued support to constituents' engagement in relevant processes, which is based on relevant research and evidence-based knowledge products developed in a timely manner, as well as four coordination group meetings during the biennium;

- regular information sessions and informal consultations ahead of Governing Body sessions and the Conference on both substantive and procedural issues based on feedback on the evolving information needs of the constituents;
- enhanced use of the potential of computer-assisted translation and terminology tools in the document production balancing the imperatives of high-quality and timeliness of documents' delivery;
- effective and efficient support for multiple formats of official meetings (in-person, hybrid and virtual, as per constituents' requests) ensuring greater outreach and inclusivity and facilitating active interaction;
- high-quality, independent and timely legal services focusing on enhancing legal certainty and user-friendliness of rules of procedure of governing organs.

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

- 185.** The ILO will continue applying the “three lines” model for risk management and internal control adopted by the United Nations High Level Committee on Management. This includes: (a) functions that own and manage risks and controls (“first line – operational management”); (b) functions that oversee risks and controls (“second line – business enabling and control oversight”); and (c) functions that provide the Governing Body and senior management with independent assurance of the efficiency and effectiveness of the system of internal control and for the use of findings from oversight and evaluation for organizational improvement and learning (“third line – independent assurance”).
- 186.** In the ILO, a robust internal control framework based upon the Integrated Resource Information System, 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, the Office of Internal Audit and Oversight, the Evaluation Office and the Independent Oversight Advisory Committee provide an overview of overall performance, compliance and learning, reporting independently and directly to the Governing Body. In addition, the External Auditor provides an audit opinion on the ILO's annual financial statements and a report to the Governing Body on the Office's overall performance, as well as performance in specific areas, based on a risk approach. Work in the biennium will aim at further embedding the operation of this model. Alongside this, the Office will continue to focus on implementing the ILO's Environmental and Social Sustainability Framework across all areas of the ILO's work.
- 187.** Specific deliverables during the biennium will include:
 - adapted risk assessment processes and audit plans to ensure widespread coverage of traditional as well as evolving high-risk areas that have arisen in light of the COVID-19 pandemic, as well as follow-up audits to verify that management implements recommendations within agreed time frames;

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

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

- 188.** The delivery of the programme of work for 2024–25 requires sound resources management systems that are responsive and adaptable to diverse operational environments, while meeting the required quality standards in terms of transparency, accountability and value for money. During recent biennia, the ILO has made sustained efforts to improve its management systems, introduce reforms to increase the effectiveness and efficiencies of its administrative processes and enhance agility and responsiveness of its operations in line with international good practices. These proposals aim to consolidate and expand progress in all these areas, building also on the experience of digitalization acquired during the COVID-19 pandemic and the adoption of working methods that allow for the efficient provision of integrated support to constituents.
- 189.** Work in the biennium will focus on reinforcing a delivery model that enhances the ILO's reach, impact and sustainability. This will be achieved by streamlining business processes, leveraging digital technology, enhancing safety and security for ILO staff and assets and promoting environmental sustainability in all operations, particularly at country level.
- 190.** This will imply that the Office has strong policies and mechanisms to ensure that all financial resources – the assessed contributions to the regular budget and voluntary contributions – are allocated and managed in an integrated and transparent manner throughout the programming cycle, focusing on the achievement of meaningful results for the constituents at country, regional and global levels and enhancing responsiveness and accountability. Further improvements are also necessary in the assessment of funding and partnership needs to achieve global and country level outcomes in line with the ILO Development Cooperation Strategy 2020–25. It is also important to attract and nurture a competent, diverse, qualified and highly motivated workforce, to increase the critical mass of technical expertise in the field and to foster an empowering environment that promotes a respectful and inclusive workplace and an organizational culture supportive of change and continuous improvement.

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

- 191.** In line with the ILO Information Technology Strategy 2022–25, the Office will increase its efforts to implement, upgrade, automate, and standardize processes and applications to remain efficient in a rapidly changing digital environment with new working modalities. The focus will

be on simplifying and further digitalizing internal business processes and lowering staff effort by delivering clearer and higher quality services.

192. Continuing its efforts to transform the workplace, focus will be on providing safe and sustainable office spaces fully adapted to support Office priorities and enable innovative and collaborative work. In response to a growing unstable security environment, the Office will strive to ensure that the implementation of the security policy and its coordination is improved at headquarters and in field locations.
193. The Office will expand its efforts on improved management and accessibility of data and information to drive innovation and provide insight in support of decision-making, policy guidance and retention of institutional knowledge. The transition to the production of digital publications will continue. The Office will consolidate the use of publication management systems and improve the accessibility of its digital resources.
194. Specific deliverables during the biennium will include:
 - the advanced implementation of the Integrated Workplace Management System to optimize the use of office space and improve the transparency of its management, gaining efficiencies in the control of physical assets, building accesses and delivery of related support services at headquarters and in external offices;
 - the implementation of technologies, tools and applications to enable secure real-time communication and to provide digital learning and collaboration possibilities across the Office, supporting participation from anywhere, improving productivity, reducing paperwork and lowering the ILO's carbon footprint;
 - the gradual transition to sustainable office spaces, adapted to correctly support the various activities while using resources responsively and avoiding causing pollution;
 - improved compliance with the security accountability framework and the implementation of United Nations security risk management measures, and reduced vulnerability of the Office infrastructure (information technology and building management) to cyberattacks;
 - additional role-based information security training materials and tools to enhance cyber resilience, supported by tighter integration between risk and information security governance;
 - further development and implementation of improved systems to support the production, dissemination and retention of information, digital publications and communication.

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

195. The Office will improve policies and mechanisms to support strategic programming across the Office and ensure the integrated use of all available resources aligned with the priorities of constituents in countries and with programme and budget outcomes. Special consideration will be given to aligning diverse resource allocation mechanisms and reviewing and streamlining related decision-making procedures, with the aim of supporting the delivery of services in a more coherent, efficient and effective manner.
196. Efforts to enhance monitoring systems will continue to ensure adaptive management, up-to-date, accurate and transparent reporting on results and resource use, in line with international transparency standards. Particular attention will be given to strengthening focus on and accountability to end-beneficiaries.

197. Specific deliverables during the biennium will include:

- improved outcome-based work planning processes and systems that facilitate the effective and efficient provision of integrated support to constituents, drawing on enhanced technical and human capacity in the field and an expanded development cooperation portfolio managed at country level;
- stronger strategic budgeting and resource allocation mechanisms that build upon integrated programming and facilitate timely delivery of all ILO resources available from the regular budget and voluntary contributions, to support the achievement of the results established in the programme and budget;
- improved procedures supporting the delegation of decision-making on resource allocation, accompanied by a further strengthened accountability framework;
- improved monitoring systems with accurate programmatic, evaluative and financial data, for all sources of funds as well as for staff and non-staff costs, to support real-time decision-making, improved reporting and a strengthened accountability culture across the Office;
- enhanced systems and capacity to produce and publish timely quality information on results achieved and resources used, aligned with the OECD Development Assistance Committee (OECD-DAC), the International Aid Transparency Initiative and UN Data Cube standards and compliant with UN INFO requirements, building on progress in 2022–23.

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

- 198.** The Office will strengthen and expand on existing policies and processes to nurture a diverse, motivated and high-performing workforce. A robust workforce planning framework and revised recruitment procedures will enable the ILO to proactively address its staffing needs, carry out competitive, merit-based and transparent selection processes, and ensure the availability of key skills needed to deliver on its mandate, now and in the future. There will be an increased focus on delivery to constituents, with new opportunities for gaining field experience and approaches identified for increasing the ILO's presence and influence in the context of the UN reform and greater support for mobility. An increased presence of the ILO in the field through multiple modalities will be pursued.
- 199.** Targeted outreach and marketing of the ILO's employee value proposition will aim to diversify the pool of qualified candidates, in line with the commitments outlined in the ILO Human Resources Strategy for 2022–25, the Action Plan for Gender Equality and the Disability Inclusion Policy and Strategy. These will be supported by policies and initiatives that promote a fair, inclusive and respectful work environment where staff feel valued, motivated and enabled to perform at their best, in particular, zero tolerance policies in respect of sexual exploitation and abuse, all forms of violence and harassment in the workplace, and any other form of unprofessional conduct.
- 200.** Strategic approaches to staff development will respond to the skills needs emerging from the skills-mapping exercise and the review of the generic job descriptions. Staff development resources will be focused on supporting the delivery of the ILO's programme taking account of the needs of the Organization and the mutual benefit to the individual and the Office.
- 201.** Specific deliverables during the biennium will include:
- a consolidated workforce planning framework, with improved processes and tools, integrated and embedded in the organizational planning cycle;

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

► V. Next steps

- 202.** Subject to the discussion of this preview at the current session of the Governing Body, the Director-General will develop the Programme and Budget proposals for the biennium 2024–25. The proposals will be examined by the Governing Body at its 347th Session (March 2023) and, if approved, submitted to the International Labour Conference in June 2023 for adoption.
- 203.** The programme and budget proposals will contain the complete programme of work for 2024–25, including a results framework with indicators at the impact, outcome and output levels, baseline information and quantitative targets, as well as a detailed mapping of the ILO's expected contribution to the SDGs. Furthermore, the Director-General's Programme and Budget proposals for 2024–25 will also include the overall proposed budget level for the biennium, budgetary allocations for each policy outcome, an overview of the ILO's work in the regions, a description of the ILO's strategic approach to knowledge management, innovation and capacity development and a complete risk register at corporate and outcome levels with mitigation measures.

► Draft decision

- 204.** The Governing Body requested the Director-General to consider the guidance provided during the discussion when preparing the Programme and Budget proposals for 2024–25 to be submitted to the 347th Session (March 2023) of the Governing Body.