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Purpose of the document

This document is submitted for debate and guidance (see the draft decision in paragraph 230).

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Legal implications: None.

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Follow-up action required: The Governing Body will provide guidance to the Office on future reporting, on the implementation of the ILO programme for 2022–23 and on the preparation of the Programme and Budget proposals for 2024–25.

Author unit: Coordinated and prepared by the Strategic Programming and Management Department (PROGRAM).

Related documents: Programme and Budget for the biennium 2020–21 and Strategic Plan for 2018–21.

▶ Preface

This implementation report for 2020–21 covers the first ILO biennial programme designed to operationalize the objectives of the ILO Centenary Declaration for the Future of Work (2019). During the biennium, the world of work was dominated by the impact of the COVID-19 pandemic as people struggled to fight the virus, save lives, and reconcile health and economic and social goals.

The report summarizes two years of ILO action and performance highlighting the responses of the Organization to address the unprecedented world of work crisis generated by COVID-19 and the challenges with which it has confronted governments, employers and workers. The adoption of a Global Call to Action for a Human-Centred Recovery by the first ever virtual International Labour Conference in June 2021, reaffirmed the ILO's leadership role in shaping recovery strategies that are inclusive, sustainable and resilient. The Global Call stands both as a political commitment and a road map to guide global efforts in support of a job-rich, broad-based recovery. The UN Secretary General's initiative of launching a Global Accelerator for Jobs and Social Protection in September 2021 has also placed the ILO in a lead role in joint efforts to support countries in building universal social protection systems and putting the world on track to reach SDG 1 and SDG 8 of the 2030 Agenda for Sustainable Development.

During the biennium, the ILO has continued to work hard to innovate its service offer and adapt its delivery modalities to the urgent and changing needs of constituents, and to enable ILO business continuity, including the operation of its governing and supervisory organs, while ensuring the safety and well-being of ILO staff and constituents. It should be underlined that all the adaptations during the biennium occurred within the policy priorities set by the Governing Body and the Conference before the crisis broke. The exceptional experience of the biennium demonstrates how remarkably the organization has adjusted to the circumstances imposed by COVID-19 and is testimony to the ILO's capacity, determination and resilience to overcome them.

This is the storyline of the ILO Programme Implementation Report 2020–21 and its main message: that the crisis has made the Centenary Declaration more relevant than ever, and its implementation more urgent. The ILO programme, with its eight policy outcomes and three enabling outcomes, was the right vehicle to implement the Declaration in 2020–21 and will continue to be such in 2022–23.

This report and the complementary information in the accompanying Decent Work Results Dashboard show progress in 151 Member States and two territories with 896 results across the eight policy outcomes, contributing in many cases to the immediate pandemic response. The results also demonstrate the special attention that the ILO and its constituents gave to those who were the hardest hit by the crisis: employers and workers in micro and small enterprises and in the informal economy, youth, women, migrant workers and refugees, people living with disabilities and others suffering discrimination in the world of work.

The ILO comes out of the 2020–21 biennium with strengthened commitment and capacity to make a significant contribution to build forward a better future of work. The enduring effects of the pandemic in 2022–23 and beyond will continue to confront the world of work with great uncertainty and persistent decent work challenges. Constituents' priorities are shifting from the immediate response towards longer-term solutions to the crisis. This calls for sustained

progress in realizing the ILO's value proposition for a human-centred recovery with decent work as underlined by the Global Call to Action.

The ILO will need to build and strengthen broad-based and diversified partnerships to convert the moral and political aspiration of leaving no one behind into concrete action. The 2021 MOPAN assessment of the ILO recognizes that the Organization is well placed to remain a trusted partner. I am convinced that working together with the global community and our partners, the ILO will continue rising to the challenges ahead to promote a human-centred recovery from the pandemic and shape a better future of work with social justice and decent work for all.

Guy Ryder
Director-General

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▶ Abbreviations

ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
AUC	African Union Commission
BRICS	Brazil, Russia, India, China and South Africa
COVID-19	Coronavirus disease
DWCP	Decent Work Country Programme
EBMO	Employers' and Business Membership Organizations
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESCWA	United Nations Economic and Social Commission for Western Asia
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
IADB	Inter-American Development Bank
IGAD	Intergovernmental Authority on Development
IOE	International Organisation of Employers
ITU	International Telecommunication Union
ITUC	International Trade Union Confederation
OECD	Organisation for Economic Cooperation and Development
TVET	Technical and vocational education and training
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
WESO	World Employment and Social Outlook
WHO	World Health Organization

▶ Introduction

1. The programme implementation report is the main accountability instrument of the ILO to its Governing Body, the International Labour Conference, its constituents and development partners. The report describes the performance of the Organization against the commitments made in the Programme and Budget for the biennium 2020–21, presenting achievements realized with the resources entrusted to the ILO and highlighting areas for further improvement.
2. This is the first ILO performance report on a biennial programme of work anchored in the [ILO Centenary Declaration for the Future of Work](#). The implementation of such a programme, however, unfolded in a context marked by the worldwide fight against the health and socio-economic effects of the COVID-19 pandemic. Therefore, this edition analyses how the ILO adapted to the unprecedented challenges faced by the world of work, with the purpose of providing an immediate response to the changing needs of employers, workers and governments, while advocating for a human-centred recovery to build forward a better future of work.
3. The structure of the report is the following:
 - **Part I** describes decent work trends during the biennium and the major milestones of the ILO's global work in relation to policy and normative guidance, knowledge management, multilateral partnerships and influence, and adaptation of business models and operational services. This part also features highlights of the budget and expenditures in 2020–21.
 - **Part II** focuses on organizational performance during the biennium, presenting results achieved and the ILO's delivery on the budget allocated to policy and enabling outcomes of the Programme and Budget for 2020–21.
 - **Part III** presents lessons learned from the implementation of the programme and from evaluations. These were instrumental in formulating the programme for 2022–23 and will help guide its implementation.
4. The ILO programme implementation report is the product of collaborative work involving all ILO departments at headquarters and field offices. The volume of information generated during its preparation cannot be summarized in a single document. This report is therefore only one of the elements of a broader accountability and communication effort, which includes an interactive digital narrative ([InfoStories](#)) and the updated version of the [ILO Decent Work Results Dashboard](#). These platforms provide detailed information by outcome, by region and by country with a range of videos, stories and testimonials that illustrate the impact of the ILO's work on the lives of people and the realization of the ILO's social justice mandate in this very turbulent biennium.

▶ Part I. Responding to the crisis and building forward better

5. Three months after the start of the 2020–21 biennium, COVID-19 plunged the world into one of the gravest economic and social crises in modern times, causing massive human suffering and laying bare the extreme vulnerabilities of millions of workers and enterprises. With the ILO Centenary Declaration for the Future of Work as a road map, the ILO has been able to effectively respond to the urgent needs of its constituents and support their efforts to pursue a human-centered recovery with decent work. This has yielded progress in 151 Member States and two territories with 896 results across the eight policy outcomes of the Programme and Budget for the biennium 2020–21.
6. This part of the report summarizes the major achievements of the ILO in the biennium. It includes information on the main effects of the crisis on the world of work, describes how the ILO adjusted the delivery of its programme of work to address constituents' urgent needs in the face of the pandemic and presents the budget and expenditure in the biennium.

A world of work in turmoil

7. The International Monetary Fund's [World Economic Outlook](#) of October 2021 confirms that in 2020 the COVID-19 pandemic resulted in a severe economic contraction in global GDP of -3.1 per cent. The pandemic also exacerbated economic insecurity, informality, and pre-existing inequalities in the world of work. The devastating impact on economies and societies far exceeded those of the 2009 financial crisis. For the first time in 30 years, poverty is on rise.
8. Employers' and workers' organizations experienced numerous challenges, including reductions in their membership and income streams, which in many cases affected their ability to provide services and to participate in social dialogue. Labour administrations were also negatively impacted. On the positive side, over the first 12 months of the crisis, social dialogue between governments and organizations of employers and workers at different levels led to the adoption of joint agreements and statements in 102 Member States and territories, paving the way for the design and implementation of sustainable recovery strategies.
9. ILO modelled estimates show a general deterioration of employment and decent work conditions in 2020, with a timid global recovery in 2021 that is insufficient to get the world back on track to achieve the Sustainable Development Goals (SDGs) of the 2030 Agenda (table 1), notably:
 - **The crisis led to an extraordinary loss of jobs worldwide** with an increase in the unemployment rate from 5.4 per cent in 2019 to 6.6 per cent in 2020, **pushing about 35 million people into unemployment**. The decrease in the employment to population ratio shows that **another 100 million people abandoned the labour market**, as they stopped working and looking for jobs. While global employment recovered slightly in 2021, the crisis-induced job shortfall relative to pre-crisis trends was estimated at 75 million in 2021 and 23 million in 2022.¹
 - Many of those who remained at work experienced a deterioration of their income. **Working poverty increased** from 6.7 per cent in 2019 to 7.2 per cent in 2020 and 6.9 per cent in 2021.
 - Globally and across all regions, **women have been more affected than men**. While in absolute numbers employment losses were larger for men than for women – a reflection of the long-standing gender gap in labour force participation rates – the number of employed

¹ International Labour Organization (ILO), *World Employment and Social Outlook — Trends 2021*, May 2021.

women in the world dropped by 3.6 per cent in 2020, compared to a decline of 2.9 per cent for men. Furthermore, the recovery in 2021 has been slower for women than for men. Similarly, **employment losses were much higher among young workers** (7.9 per cent in 2020) than adults (2.5 per cent in 2020).

- As of 2020 **only 46.9 per cent of the global population were effectively covered by at least one social protection benefit, leaving about 4.1 billion people wholly unprotected.** The pandemic propelled countries into unprecedented policy responses to protect health, jobs and incomes, without which the consequences of the crisis would have been significantly worse. In turn, this further exposed the urgency to maintain and increase efforts to build universal, comprehensive, adequate and sustainable social protection systems to close persisting gaps and enhance the resilience of societies and economies.
- Progress in the eradication of child labour stalled. While the proportion of working children remained stable, **160 million children worldwide were still trapped in child labour in 2020** – an increase of 8.4 million since 2016. In the absence of mitigation measures, the increase in poverty as a consequence of the COVID-19 crisis may push another 9 million children into child labour, but this number could be much higher – about 46 million – if there is slippage in social protection coverage.²

► **Table 1. Key trends in decent work indicators 2018–21**

Indicators	2018 (%)	2019 (%)	2020 (%)	2021 (%)
Unemployment rate (SDG indicator 8.5.2)	5.4	5.4	6.6	6.2
<i>Female</i>	5.5	5.5	6.4	6.3
<i>Male</i>	5.3	5.3	6.6	6.1
<i>Youth (aged 15–24)</i>	13.5	13.5	15.2	n/a
Employment to population ratio (aged 15 years and above), by sex	57.3	57.3	54.8	55.4
<i>Female</i>	45.0	45.2	43.0	43.4
<i>Male</i>	69.6	69.4	66.6	67.3
Working poverty rate Proportion of employed population below the international poverty line (SDG indicator 1.1.1)	6.8	6.7	7.2	6.9
<i>Female</i>	7.2	7.1		
<i>Male</i>	6.6	6.5		
Proportion of youth (aged 15–24 years) not in education, employment or training (SDG indicator 8.6.1)	22.0	21.8	23.3	
<i>Female</i>	31.0	30.6	31.5	
<i>Male</i>	13.7	13.5	15.7	
Proportion of women in managerial positions (SDG indicator 5.5.2)	27.9	28.2	28.3	n/a

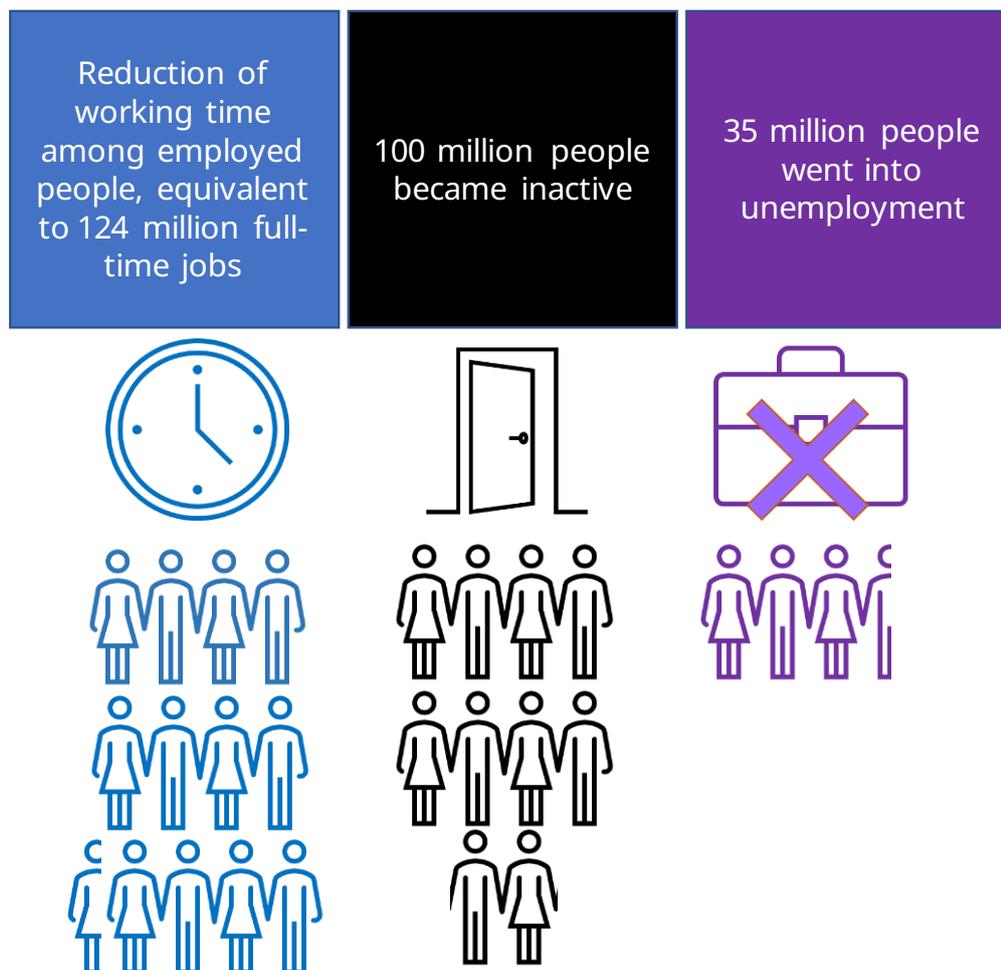
² ILO and UNICEF, *Child Labour: Global estimates 2020, trends and the road forward*, 2021.

Indicators	2018 (%)	2019 (%)	2020 (%)	2021 (%)
Proportion of population covered by social protection floors/systems (SDG indicator 1.3.1)			46.9	
Proportion of children aged 5–17 engaged in child labour (SDG indicator 8.7.1)			9.6	
<i>Female</i>			7.8	
<i>Male</i>			11.2	

Source: ILO modelled estimates, November 2021.

- 10. The reduction of hours worked worldwide is another clear indicator of the magnitude of the crisis.** In 2020, the ILO estimated a reduction of 8.9 per cent of hours worked as compared to the last quarter of 2019, equivalent to 259 million full-time jobs, and corresponding to a loss of US\$3.7 trillion in labour income. The increase in inactivity and unemployment explains about 52 per cent of this figure (assuming full-time equivalence), and the remaining 48 per cent corresponds to a reduction in hours worked among workers who remained employed (figure 1). Despite recent employment recovery in high- and upper-middle-income countries, global hours worked at the end of 2021 are estimated to remain 4.3 per cent below the 2019 level.

► **Figure 1. Working time and employment loss in 2020**



11. Early in 2021, access to vaccines and relatively strong fiscal stimulus packages enabled employment recovery in high- and middle-high income countries. By contrast, recovery in the developing world, especially in low-income countries, was slower and mostly based on an expansion of the informal economy and the “productivity gap” with advanced economies widened. In the second half of 2021, new waves of the pandemic, the appearance of new virus variants and the uneven roll-out of vaccinations in developing countries increased global awareness about the fact that recovering from the crisis will take many more years and will require coordinated global action.

The ILO in action: Leading the response and the human-centred recovery

12. Following the outbreak of the COVID-19 pandemic in March 2020, the Office swiftly adjusted its operational workplans in response to the changing needs of the tripartite constituents, carried out thorough assessments of the impact of the crisis on jobs, businesses and livelihoods and provided platforms to share knowledge, tools, and guidance to support the immediate response at country level. The ILO led global efforts to address COVID-related labour market impacts and also adapted its working methods to ensure uninterrupted interaction and connectivity with constituents, business continuity of its operations across the world, and the smooth running of its governance processes.

A robust policy framework to tackle the impact of the COVID-19 pandemic

13. The ILO policy framework for tackling the economic and social impact of the COVID-19 crisis was structured around four pillars, based on international labour standards, and aligned with the Programme and Budget for the biennium 2020–21 and therefore with the principles of the Centenary Declaration for the Future of Work (figure 2). This framework guided the adaptation of country strategies, the design of global knowledge and capacity development initiatives, and the allocation of resources to strengthen the capacity and resilience of the tripartite constituents and to protect jobs, workers and enterprises. Progress on the [ILO’s response to the COVID-19 pandemic](#) was reported to the Governing Body in November 2020.

► **Figure 2. The ILO’s four pillar framework for tackling the socio-economic impact of the COVID-19 crisis**



14. The [Global Summit on COVID-19 and the World of Work](#) organized in July 2020, the largest ever online gathering of workers, employers and governments, demonstrated the high level of common purpose and determination to tackle the vulnerabilities exposed by the outbreak and to build forward better in the post-pandemic recovery, taking the ILO Centenary Declaration and the 2030 Agenda as guiding road maps. The Summit was addressed by 51 Heads of State and Government and attended by many high-level government, employer and worker representatives from 98 countries. The Summit was also addressed by the UN Secretary-General and the heads of several international organizations, and united key stakeholders for concerted action, further confirming the relevance of the ILO's policy framework to shape the response to the pandemic.
15. Considering the focus that countries placed on the sectors and supply chains that were either hardest hit by the pandemic or became essential in the crisis context, the ILO increased its guidance and cooperation to use [ILO tools, guidance and checklists](#) in key sectors such as hospitality, tourism, transport, health, education and care. ILO action included a special focus on sectors with workers especially vulnerable to the impact of COVID-19, including in the public sector, highlighting the need to improve working conditions and increase investments in preparedness for future crises in these sectors.

The Call to Action: a compass for a human-centred recovery

16. At the 2021 International Labour Conference, government, employer and worker delegates from 181 Member States unanimously adopted a [Global Call to Action for a Human-Centred Recovery](#). ILO constituents commit to pursue a job-rich recovery that substantially strengthens labour and social protection and supports sustainable enterprises. Multilateral institutions are called upon to increase coherence and support for human-centred recovery strategies, and the need for the ILO to assume a leadership role is emphasized.

► Box 1. Main features of the Global Call to Action

The Global Call to Action:

- Is grounded in the ILO's Centenary Declaration for the Future of Work and promotes its consideration as a top priority of national policy, enterprise actions and international cooperation to enable a broad-based, fully inclusive recovery.
- Calls upon countries to put full employment and decent work, the needs of the most vulnerable and those hardest hit by the pandemic, and support for sustainable enterprises, jobs and incomes, at the heart of gender-responsive recovery strategies in line with national priorities.
- Outlines measures to promote inclusive and job-rich growth, the protection of all workers at work, universal social protection and social dialogue.
- Commits the ILO to play a leadership role and reinforce cooperation within the multilateral system, and to use all its means of action to support the design and implementation of recovery strategies that leave no one behind.
- Requests the ILO to convene a major global policy forum in 2022, working with other multilateral institutions to mobilize a strong and coherent response in support of Member States' human-centred recovery strategies.

17. The Global Call to Action will serve as a compass to accelerate the application of the ILO's Centenary Declaration through the implementation of the programme and budget. In November 2021, the [Governing Body provided guidance](#) to give effect to the Global Call to Action by taking advantage of opportunities for policy development in relevant areas, tracking the progress of recovery through the ILO Monitor, promoting tripartite dialogue to develop

national human-centred recovery strategies, advocating to ensure funding on a sufficient scale to make this objective a reality and promoting multilateral action.

Innovative research, influential knowledge management and digitalization to enhance the institutional capacity of the constituents

18. During the biennium, the ILO advanced its statistics, research and knowledge management agenda with the overarching purpose of producing and disseminating quality, timely and relevant data and analysis on the impacts of COVID-19 on labour markets as a basis for policy advice and support to constituents.
19. In April 2020, the ILO set up a knowledge sharing platform on [COVID-19 and the world of work](#). By the end of 2021, this platform features hundreds of [policy briefs](#), [sectoral briefs](#), guidelines and tools, and a [repository of policy responses](#) with information about measures put in place in 188 countries and territories. The platform is regularly updated, facilitating analysis and exchanges of experience. The ILO successfully published five global [flagship reports](#) during the biennium on employment, social protection and wages, with relevant information about the impact of the pandemic. Together with the United Nations Children's Fund (UNICEF), the ILO also made available the [2020 global estimates on child labour](#), showing the persistence of this problem worldwide and the stagnation of progress in its elimination.
20. Official data collection efforts at national level were severely hampered due to lockdowns, especially in countries where there were limited or no alternatives to face-to-face interviews. The ILO supported national statistical agencies in transitioning to online or phone surveys, implemented innovative modelling techniques to facilitate relevant data and analysis for policymaking, and developed new communication and dissemination channels, such as the ILO Monitor on COVID-19 and the world of work.

► Box 2. The ILO Monitor: An innovative tool to disseminate key labour market information for response and recovery strategies

On 18 March 2020, the ILO produced a briefing note called "ILO Monitor" with a preliminary assessment of the possible impacts of COVID-19 on the world of work.

Three weeks later, on 7 April 2020, with lockdown measures affecting more than 80 per cent of the world's workforce, the [second edition of the ILO Monitor](#) provided information about the impact of the crisis on the reduction of hours worked, calculated through an innovative "nowcasting" model that used data available almost in real time. In the absence of the more traditional sources of labour market data, this proved to be a very useful indicator of the effect of COVID-19 in the world of work.

The following six editions of the ILO Monitor provided updated information and analysis on issues such as the effects of COVID-19 in the informal economy, the benefits of testing and tracing for the labour market, the multiple shocks faced by young people, the disproportionate impact of the crisis on women workers, the effectiveness of fiscal stimulus in mitigating labour market disruptions and the importance of vaccination and stimulus for job recovery.

Overall, the ILO Monitor series publications have been praised by constituents and the international community for timely estimates and high-quality analysis in response to the pandemic. It provided significant proposals for shaping recovery policies and measures at all levels and demonstrated the ILO's leadership on world-of-work issues.

21. The pandemic impacted the ILO's priorities and approaches in relation to the development of institutional capacities of governments and social partner organizations. The main priority during the biennium was to strengthen the capacity of constituents to effectively respond to the impact of the pandemic, with support to the social partners focused on ensuring the

survival of their organizations and continuity in the provision of services to their members. The main approach put forward for this purpose was digitalization, guided by the ILO-wide [strategy for institutional capacity development](#) approved by the ILO Governing Body in 2019 and in light of the challenging circumstances brought about by the crisis.

22. The International Training Centre of the ILO in Turin (the Turin Centre) played an essential role in capacity development during the biennium and exemplified the shift in delivery modalities, blending face-to-face and online courses, combining individual and institutional training, and providing advisory services. Taking advantage of digital technologies to upscale outreach and reduce costs, the Turin Centre consolidated its position as a hub of excellence on training for decent work, a learning innovation leader and trusted partner in delivering collaborative solutions, especially with other UN entities. This was possible thanks to pre-pandemic investments in distance learning; advisory services to complement training; new training products on future foresight, big data and artificial intelligence; and innovations such as the use of augmented and virtual reality applications for training.
23. The pace of transformation at the Turin Centre accelerated in 2020–21. Driven by a surge in online training, the number of participants in the Centre’s activities more than doubled. The Workers and Employers Activities Programme tripled its distance learning outreach, compensating for the temporary suspension of face-to-face training activities. The cost-effectiveness of distance learning also facilitated a significant increase in activities delivered in partnership with local training institutions. This shift did not affect the quality of training. The 2021 [external evaluation of the impact of distance learning activities of the Turin Centre](#), covering more than 9,000 participants, showed similar or higher knowledge acquisition and application rates as compared to previous assessments.

Milestones in ratification: an historic first and continued progress

24. In June 2020, the Worst Forms of Child Labour Convention, 1999 (No. 182), was the first ILO Convention ratified by all ILO Member States in the history of the Organization. This landmark achievement is testimony to the strong commitment and determination of all ILO Member States to ensure that every child, everywhere, is free from child labour and its worst forms. The universal ratification will significantly step up efforts to achieve the ambitious goal of ending child labour by 2025 in all its forms. This is particularly critical at a time when the COVID-19 pandemic is threatening a reversal of recent gains, with widespread job losses, deterioration in conditions of work, decline in household incomes and temporary school closures.

► Box 3. The universal ratification of Convention No. 182

“It reflects a global commitment that the worst forms of child labour, such as slavery, sexual exploitation, the use of children in armed conflict or other illicit or hazardous work that compromises children’s health, morals or psychological wellbeing, have no place in our society.” – **Guy Ryder**, ILO Director-General.

“Universal ratification of Convention 182 is a potent and timely reminder of the importance of ILO standards and the need for multilateral solutions to global problems.” – **Sharan Burrow**, Secretary-General of the International Trade Union Confederation (ITUC).

“The universal ratification of ILO Convention No. 182 on the worst forms of child labour is an historic moment ... This is even more urgent in the times of the COVID-19 pandemic ... Together we can work towards the end of child labour in all its forms.” – **Roberto Suárez Santos**, Secretary-General of the International Organisation of Employers (IOE).

25. While in 2020 the COVID-19 crisis delayed progress in the ratification of international labour standards, the high number of ratifications of Conventions and Protocols in 2021 (69) yielded a total of 95 ratifications in 51 Member States during the biennium, of which 20 were fundamental Conventions.
26. In addition, the biennium was marked by two noteworthy milestones in the ILO's normative work:
 - The entry into force of the ILO's Violence and Harassment Convention, 2019 (No. 190), on 25 June 2021. The Convention was ratified by ten Member States from four regions, and by the end of 2021 was already in force in three of these countries.
 - The 13 new ratifications of the Protocol of 2014 to the Forced Labour Convention, 1930, brought the total of ratifications of this instrument to 56, surpassing the milestone set up by the "50 for freedom campaign" and demonstrating the global determination to end forced labour in all its forms.
27. In November 2021, the ILO Governing Body decided to place on the agenda of the 110th Session (2022) of the International Labour Conference the inclusion of safe and healthy working conditions in the ILO's framework for fundamental principles and rights at work. This reconfirms the essential role that relevant occupational safety and health (OSH) standards acquired during the pandemic to enhance resilience of workplaces, enterprises and workers.

A strong ILO at the centre of the international response to tackle the crisis

28. During the biennium, amid the emergency and uncertainty generated by the pandemic, the ILO was able to enhance its global visibility and its influence in the multilateral arena.
29. The global nature and the magnitude of the COVID-19 crisis required a large-scale comprehensive multilateral response. The UN took a leadership role in mobilizing solidarity through a global humanitarian response plan and a [framework for the immediate socio-economic response to COVID-19](#). The ILO was a key participant in the development of the latter and in the implementation of national socio-economic response programmes (SERPs) across all regions in areas such as social protection, OSH, entrepreneurship, gender equality, youth employment, formalization, labour migration and green recovery.
30. The 2021 UN Secretary-General's [common agenda](#) reflects the multilateral commitment and calls for the renewal of the social contract between governments and their people to accelerate progress towards the achievement of global goals and targets, including the SDGs. The agenda intends to tackle the longer-term effects of COVID-19 and the disastrous consequences of climate change and environmental degradation on people and the planet. The ILO is a major player in the implementation of the agenda's different components, especially in relation to universal social protection and the reinforcement of lifelong learning and decent work. The ILO also plays a key role in ensuring a green and just transition; in promoting peace and resilience through decent work, social dialogue, tripartism, human rights and labour standards; and in implementing a transformative gender equality strategy in the world of work. In this context, the ILO leads the [Global Accelerator for Jobs and Social Protection](#).

► **Box 4. The Global Accelerator for Jobs and Social Protection**

The Global Accelerator is an initiative to enhance multilateral cooperation, bringing together different stakeholders to create a new era of universal social protection, green and job-rich growth, and put the world back on track to reach SDG 1 and SDG 8. Building on existing initiatives, the Global Accelerator aims to create at least 400 million jobs, primarily in the green and care economies, and extend social protection floors to the 4 billion people currently not covered, with a focus on low- and middle-income countries, small island developing states and nations in fragile situations.

This will be achieved by mobilizing financial resources for fiscal stimulus measures and for social protection floors, developing a technical support facility that brings together the expertise of the UN system and by creating a high-ambition coalition of countries to promote job creation in the digital economy, support transitions to the formal economy and increase women's employment.

31. During the biennium, the ILO strengthened global and regional partnerships with UN entities such as United Nations Children's Fund (UNICEF), UN Women, United Nations Development Programme (UNDP), the World Health Organization (WHO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), and the International Telecommunication Union (ITU), on issues such as health and safety at work, skills development, and women's entrepreneurship. The [UNDP-ILO Framework for Action](#) (September 2020) aims at realizing synergies and driving innovation for greater impact in the COVID-19 response, including on formalization, social protection, social dialogue, youth employment, gender equality at work and the humanitarian-development-peace nexus.
32. The ILO was an active contributor to high-level meetings of the G7, the G20, and Brazil, the Russian Federation, India, China and South Africa (the BRICS countries), focusing on topics such as the impact of the COVID-19 crisis on labour markets, building back greener, financing of social protection, remote work, impact on women, on platform workers in the gig economy. The Organization spearheaded the implementation of the [Climate Action for Jobs Initiative](#) announced by the UN Secretary-General. It played a very active role in the COP26 UN Climate Change Conference, promoting the adoption by more than 30 countries of a [Just Transition Declaration](#) that commits governments to ensure that workers, businesses and communities are supported in the transition towards greener economies.
33. Knowledge sharing and collaboration also increased with other international organizations, in particular the World Bank (on data collection, skills, and digital labour platforms), the International Monetary Fund (on social protection and social spending), and with regional banks (on labour migration, youth employment, skills development and social protection, among other topics).
34. At the regional level, the ILO co-led coalitions on equitable growth in Latin America with the Economic Commission for Latin America and the Caribbean (ECLAC) and UNDP; on harnessing demographic dividends, gender and youth for development in Africa, with UNESCO, the United Nations Population Fund, and the WHO; and on inclusion and empowerment in Asia and the Pacific, with UNICEF.
35. At national level, the ILO participated actively in the formulation of more than 30 UN Common Country Analyses and UN Sustainable Development Cooperation Frameworks and developed training programmes to facilitate the engagement of employers' and workers' organizations in these processes. All the Cooperation Frameworks focus on key components of the Decent Work Agenda. The ten Decent Work Country Programmes developed during the biennium have been informed by the Cooperation Frameworks and contribute to their implementation. The ILO also played an increasingly active role in UN inter-agency issue-based coalitions in

several countries, particularly on social protection, and participated in the implementation of joint programmes to support national efforts in this area.

Business continuity to service constituents and protect staff

- 36.** The pandemic brought about profound changes in the way the ILO works and in many of its policies, practices and systems. The ILO headquarters went digital immediately after lockdown, as was the case for most field offices. From the outset, the ILO management sought to respond to the crisis with a dual objective: to ensure the safety and health of all staff, and to meet the obligation to continue to work effectively and to provide services and support to ILO constituents, in particular in relation to their responses to the pandemic. An online Crisis Management Team chaired by the Director-General held regular meetings to monitor the evolution of the situation, discuss measures to be taken and assess the effectiveness of the response.
- 37.** The ILO ensured continuity and effective functioning of its governance organs and the supervisory bodies through swift and practical adaptability and innovation. The introduction of special procedural arrangements, the use of digital technology and improved online consultations enabled the ILO to hold a successful virtual Conference in 2021 and the virtual and the hybrid Governing Body sessions in November 2020 and 2021, respectively. The ILO supervisory bodies were able to meet and operate virtually to perform their duties, analyse outstanding cases and produce recommendations.
- 38.** The Office has made every effort to safeguard effective teleworking operations at headquarters and in field offices through provision of needed IT equipment to staff, strengthening technological infrastructure and building staff capacity to expand virtual meetings and deliver online service to constituents. Strengthening staff communication and duty of care to staff have been corporate priorities. Workforce rules, procedures and services were adapted to keep staff well connected and balance work and family responsibilities in teleworking, including through the provision of medical and mental health services. Safety health measures were taken and guidance was provided to mitigate the risks and ensure staff's safe return to the office.

► **Figure 3. COVID-19: Selected policies, guidance and service to staff**

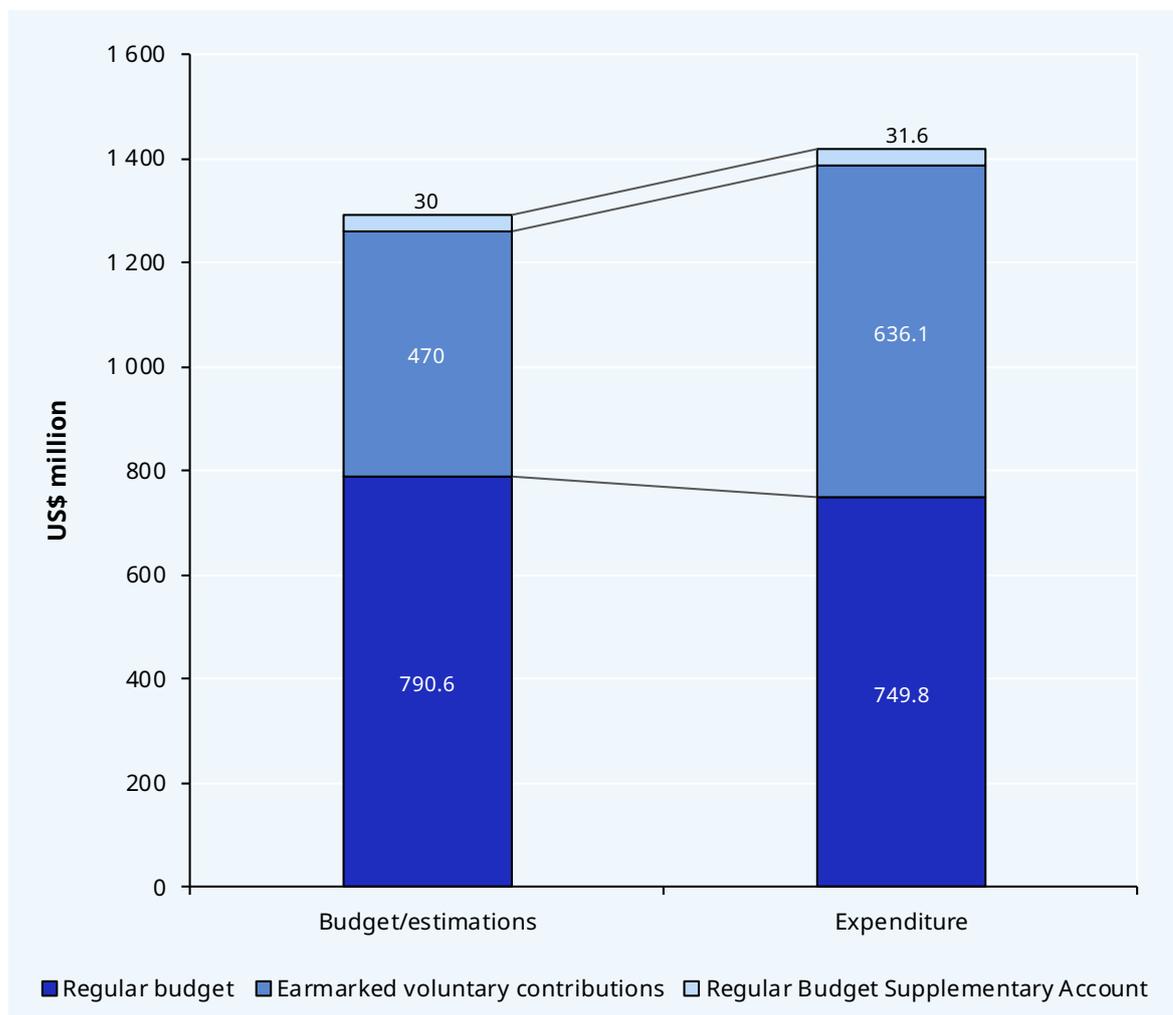


39. The ILO demonstrated agility, commitment, and resourcefulness to change working practices and policies to enable continued delivery of the ILO’s programme of work and contact with constituents, while at the same time maintaining the health and safety of staff. An ILO staff survey to measure organizational health conducted by the McKinsey Company in 2021 showed that 81 per cent of the ILO staff felt that they were informed, supported and consulted to limit the negative consequences of the COVID-19 pandemic on their working routine and well-being. In addition, 88 per cent of staff also showed appreciation of the Office’s support to telework, including through the provision of equipment and training opportunities, as well as the upgrade of technology.

Budget and expenditure highlights

40. The ILO regular budget for 2020–21 was US\$790.6 million, of which US\$496.6 million was earmarked for the delivery of policy outcomes. In addition, the ILO estimated that extrabudgetary expenditure in the biennium would amount to US\$500 million, of which US\$30 million from the regular budget supplementary account (RBSA). The total actual regular budget expenditure over the biennium was US\$749.8 million, 95 per cent of the budget, and extra-budgetary expenditure was US\$667.7 million (US\$31.6 million from the RBSA), 33 per cent over the estimates.

► **Figure 4. ILO budget and expenditure in 2020–21**

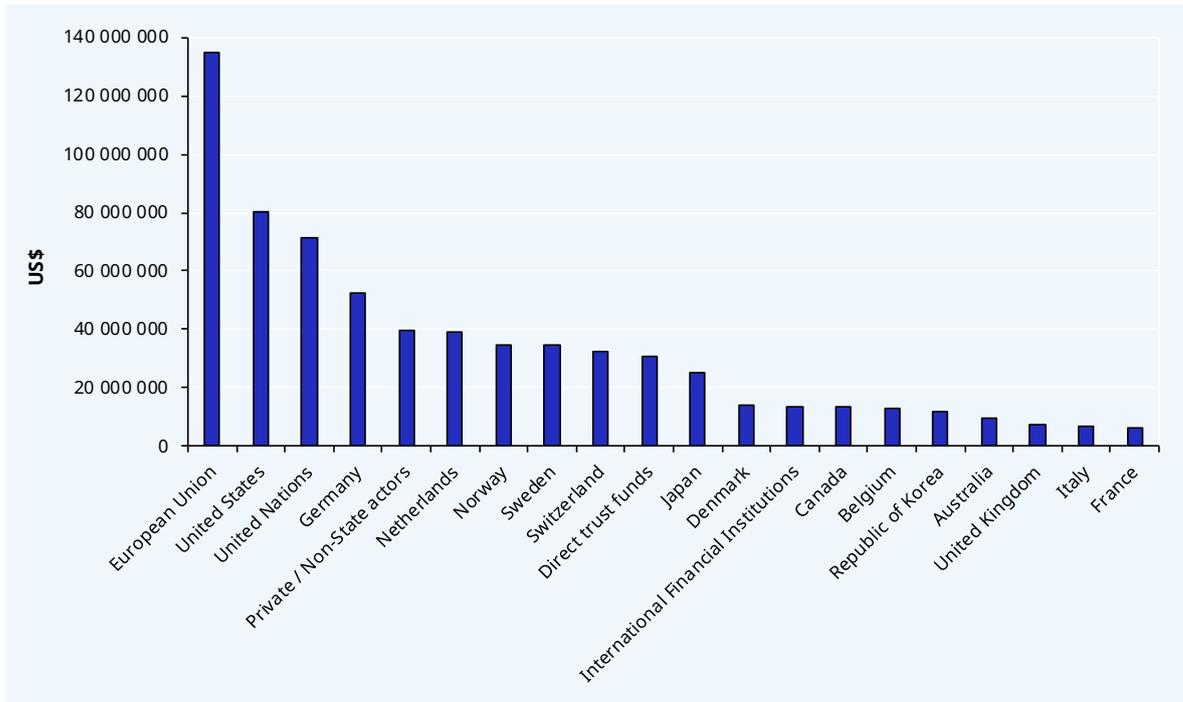


Where do the ILO’s resources come from?

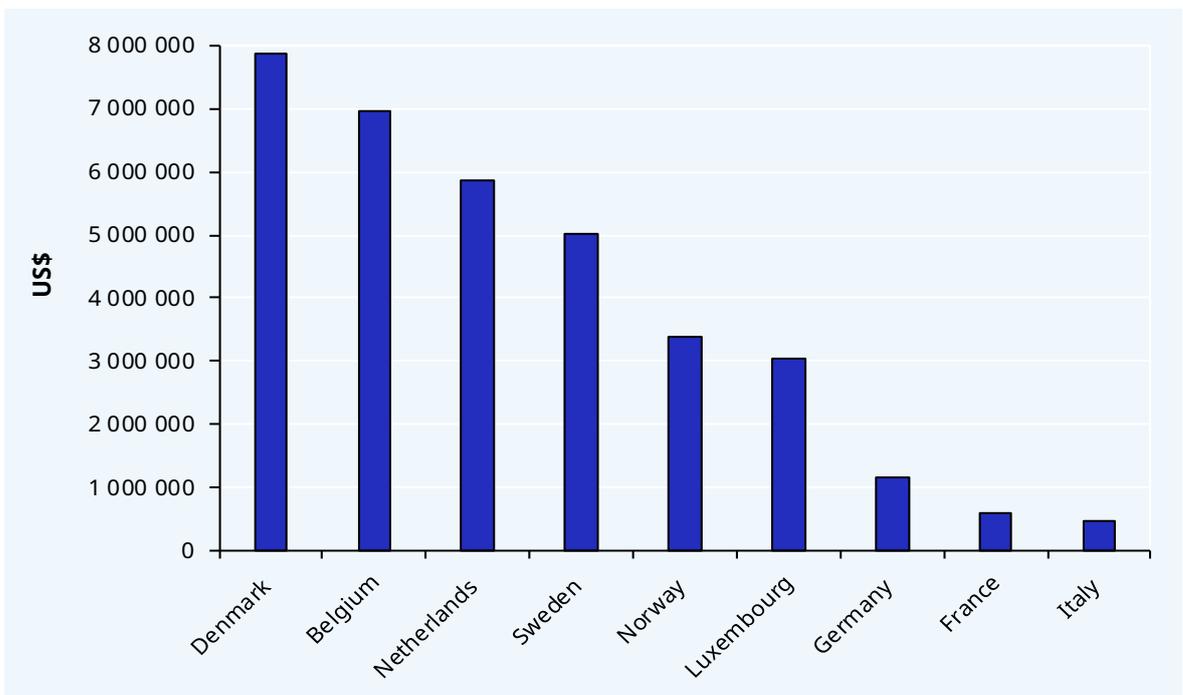
- 41. The implementation of the ILO programme is financed by Member States’ assessed contributions to its regular budget and voluntary contributions from donors. The level of the assessed contributions is fixed by the International Labour Conference when the budget for the biennium is approved. The established practice is to harmonize the rates of assessment of ILO Member States with those used in the United Nations.
- 42. Voluntary contributions are provided for development cooperation projects or as unearmarked funding through the RBSA. These contributions come from development partners, including governments of donor countries, multilateral organizations, and private bodies. A share of the ILO’s voluntary contributions also come from domestic resources of the Member States that request ILO assistance, through direct trust funds, or as part of South-South and triangular cooperation (SSTC) agreements.
- 43. New approvals of voluntary non-core funding in 2020–21 reached US\$672.5 million, a decrease of 15 per cent from the record level achieved in 2018–19 but still a very significant amount considering the fiscal constraints generated by COVID-19 worldwide. This reflects the continued global solidarity of ILO donors and their appreciation of the role of decent work in the response to the pandemic and recovery efforts.

44. The top 20 ILO donors accounted for 95 per cent of the total voluntary contributions. Un-earmarked voluntary funding from the nine contributors to the RBSA in 2021–21 totaled US\$34.4 million, an increase of more than US\$6.5 million from 2018–19.³

► **Figure 5. Top 20 contributors to extrabudgetary funding in 2020–21**



► **Figure 6. Donors to the RBSA in 2020–21**

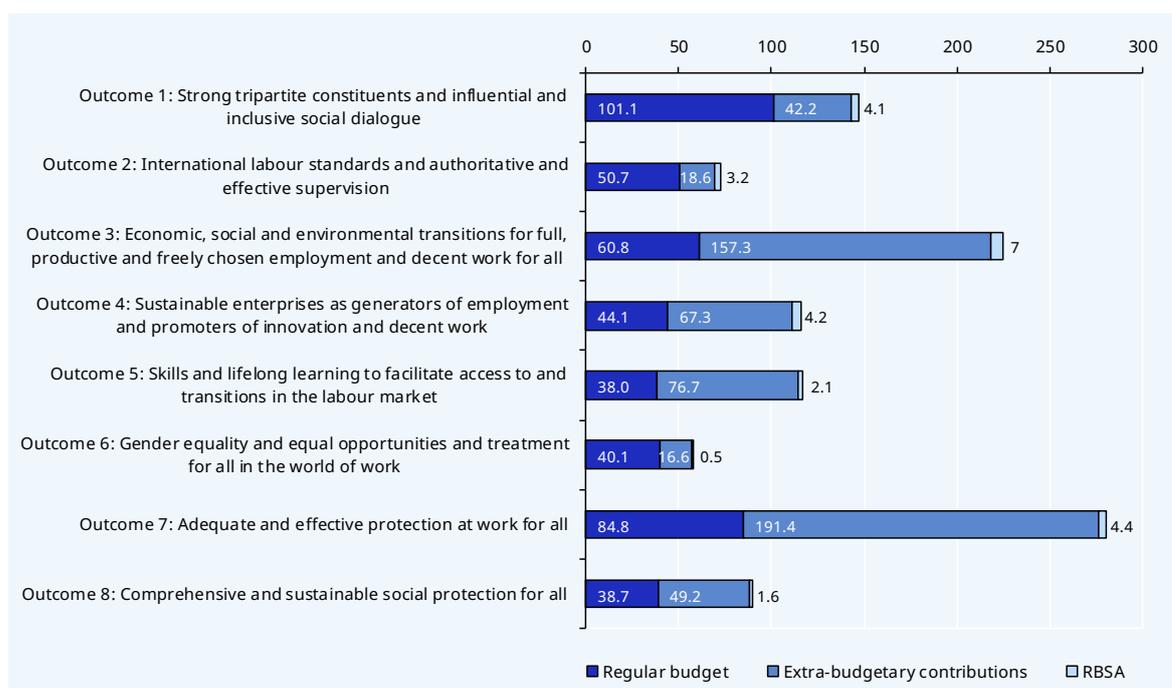


³ Additional information on the ILO’s development cooperation strategy and resources is presented in the section concerning enabling outcome C.

Where are the ILO resources spent and on what?

- 45. In 2020–21, the ILO spent US\$1,104.6 million on delivering the eight policy outcomes included in its programme and budget for the biennium. Of this, US\$458.3 million came from the regular budget, US\$619.2 million from earmarked voluntary funding and US\$27.1 million from the RBSA. Voluntary funding expenditure accounted for 59 per cent of total expenditure on the policy outcomes. This shows the extraordinary importance of the ILO’s development partners for the achievement of decent work results in countries, regional and globally. The ILO also spent US\$139.2 million of its regular budget in support services for the delivery of the policy outcomes and US\$21.4 million of voluntary funds, including US\$4.5 million of the RBSA, for the delivery of the enabling outcomes.
- 46. In addition, the ILO spent US\$152.2 million in the functioning of policy-making organs such as the Governing Body, the ILC and regional meetings; management services; institutional investments and other unforeseen or extraordinary items.
- 47. The COVID-19 crisis led to a slowdown in the level of expenditure, especially in respect to travel, followed by meetings, seminars, workshops and staff development. At the same time, costs for staff salaries, office space, utilities, security and building maintenance remained fixed despite the prevalence of teleworking arrangements across the world.
- 48. Expenditure on development cooperation programmes funded through extra-budgetary contributions, on the other side, exceeded the estimations set before the start of the biennium by 33 per cent. Expenditure was above the estimation across all the policy outcomes, with the exception of outcome 6 on gender equality and non-discrimination. Most of the extra-budgetary resources went to outcome 7 on protection at work for all and outcome 3 on transitions for employment and decent work.⁴ The largest RBSA expenditure was on outcome 3 (26 per cent of the total), followed by outcome 7 (16%), outcome 4 (15%) and outcome 1 (15%). The lowest expenditure was registered on outcome 6 (2%).

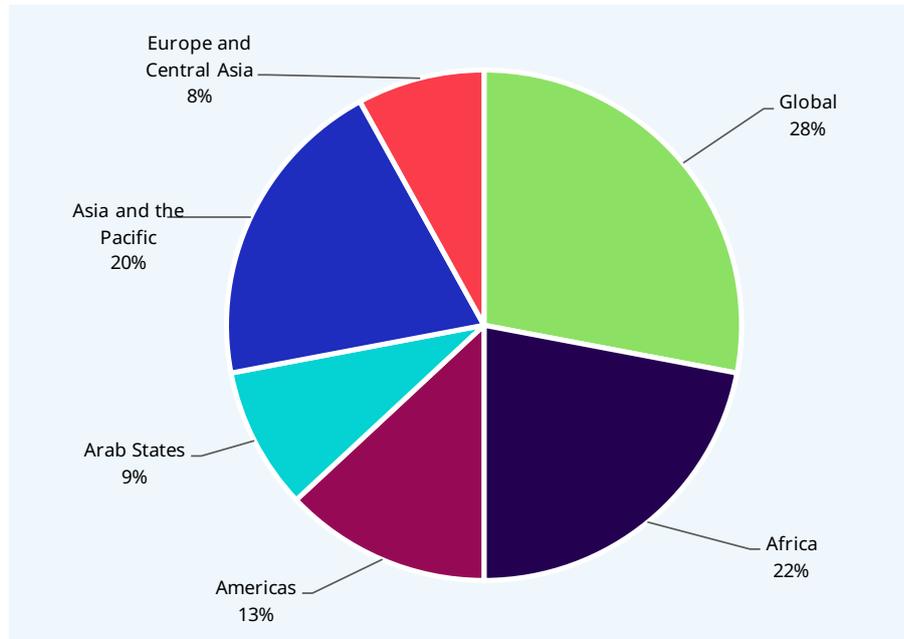
► **Figure 7. Total expenditure by policy outcome (in US\$ million)**



⁴ Appendix I presents additional information on ILO expenditure in 2020–21 by policy outcome.

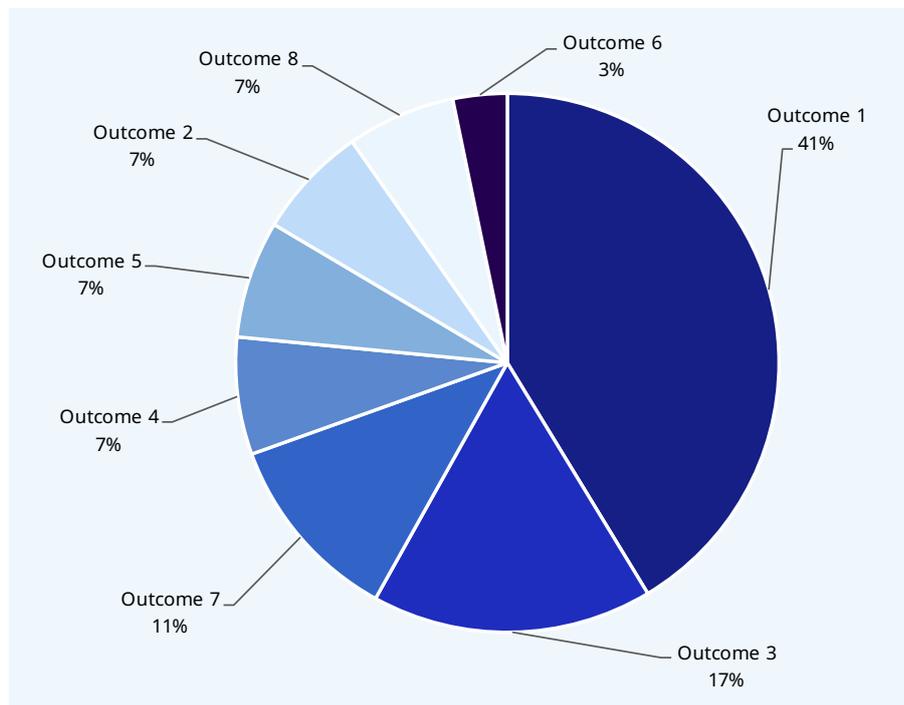
49. Seventy-two per cent of expenditure on the delivery of the policy outcomes was in the regions, with 28 per cent dedicated to global activities on knowledge and capacity development, policy and normative advice.

► **Figure 8. Total expenditure by region (percentage)**



50. A total of US\$38.2 million of the regular budget was spent on technical cooperation (RBTC) to support policy outcomes, advocacy for decent work, institutional capacity-building activities carried out through the Turin Centre and SSTC. Outcome 1 on social dialogue and tripartism received the largest share of RBTC. Even if COVID-19 also affected expenditure of RBTC resources, delivery was similar to 2018–19.

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



► Part II. Organizational performance in 2020–21

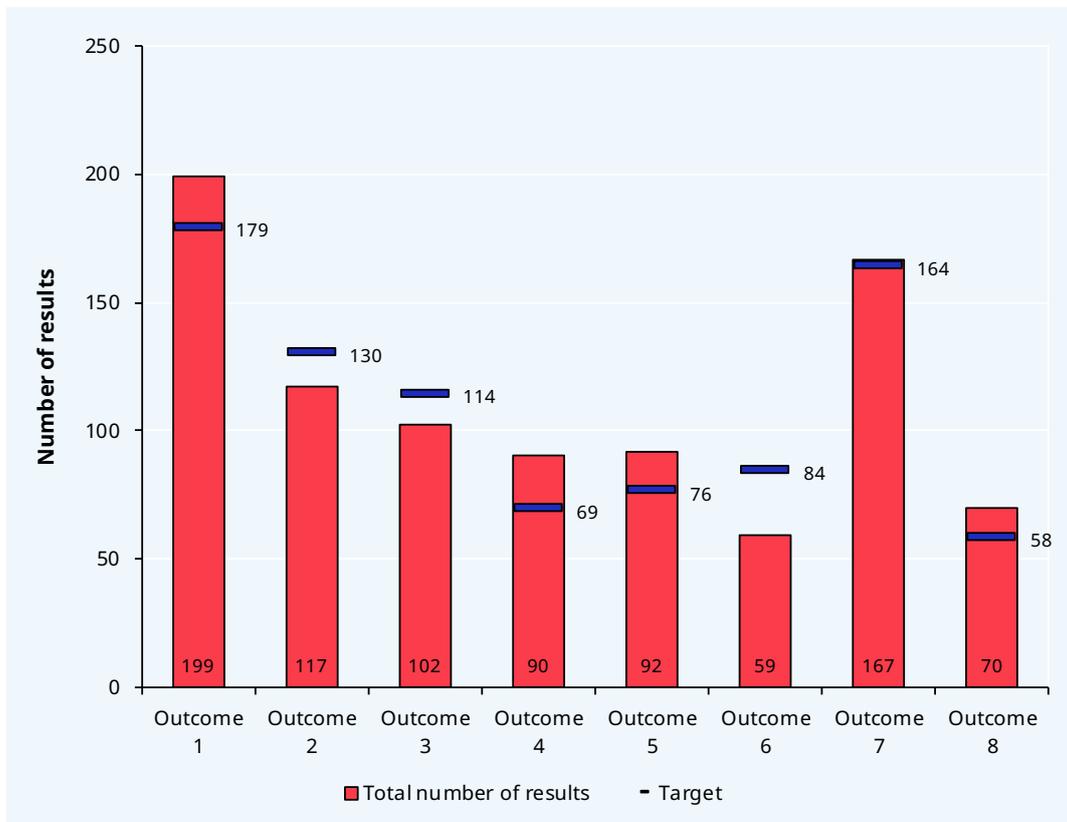
51. This part of the report analyses the ILO performance in 2020–21 considering the commitments and targets set in the programme and budget and the adaptations required by the COVID-19 crisis. After a general description of the results achieved at country level, the report describes progress and challenges in relation to the eight policy outcomes and the three enabling outcomes that frame the programme of work for the biennium.
52. The ILO Decent Work Results Dashboard contains detailed information about each of the results achieved, the ILO contribution and other relevant details about progress made in the policy areas and in the countries.

Overview of results in countries

53. The ILO contributed to the achievement of 896 results⁵ in 151 Member States and two territories across the eight policy outcomes (figure 10), exceeding the target set for the biennium by 3 per cent:
 - 115 results under outcome 1 (outputs 1.1 and 1.2) – 4 per cent over the target – are related to increased institutional strength, resilience, service provision and capacity for advocacy of employer and business membership organizations (EBMOs) and workers' organizations;
 - 117 results under outcome 2 – 10 per cent below the target – correspond to a total of 95 ratifications of international labour standards in 51 Member States and progress in the establishment of tripartite mechanisms allowing constituents to effectively engage in the implementation of international labour standards in 22 Member States;
 - 664 results under outcomes 1 (outputs 1.3 and 1.4), and 3 through 8 – 5 per cent over the target – are related to the increased capacity of the Member States to address future of work challenges exacerbated by the pandemic across the policy areas.

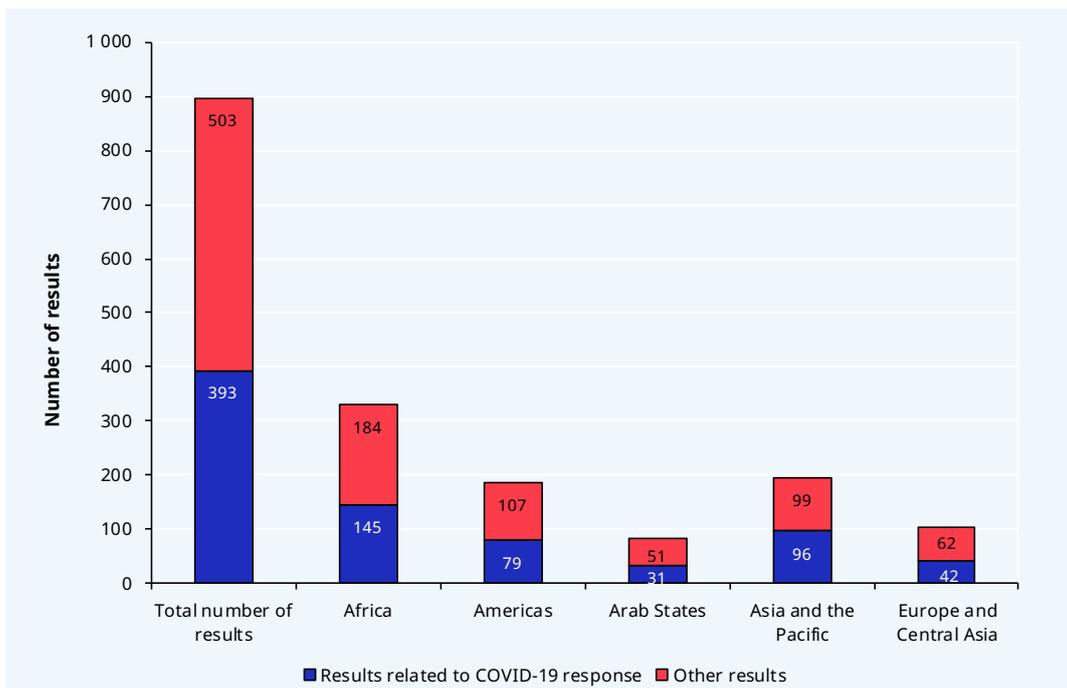
⁵ A result is an improvement in capacities, policies, or legislation for decent work – including ratifications of ILO standards – produced during the biennium in a Member State with ILO support, which can be measured through the output indicators set in the programme and budget.

► **Figure 10. Total number of results achieved and target by policy outcome**



54. About 45 per cent of results achieved globally and in every region contributed directly to the response to the COVID-19 crisis (figure 11).

► **Figure 11. Contribution of results to the COVID-19 response, total and by region**



55. In addition to the results under the policy outcomes, the ILO supported improvements in labour market statistics and information systems in 28 Member States, almost doubling the target set for the biennium (see specific information in the section on Enabling Outcome A).

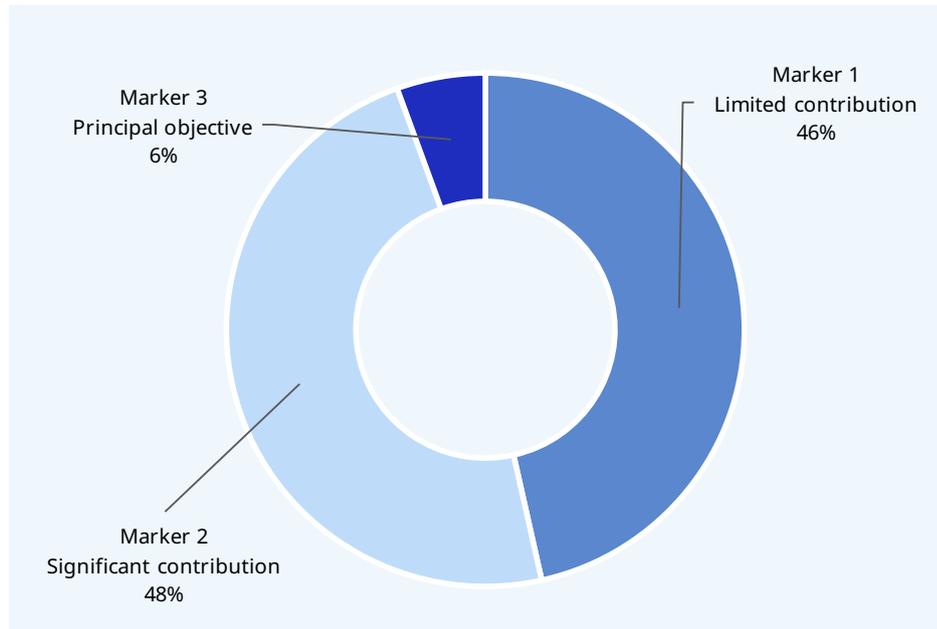
Contribution to gender equality and non-discrimination

56. While the target set in relation to outcome 6 on gender equality and the promotion of equal opportunities and treatment in the world of work was not met for a number of reasons,⁶ the ILO made significant progress in this area during the biennium, setting the basis for sustainable and transformative progress during the implementation of the Programme and Budget for 2022–23. This includes, for example, the generation and dissemination of [knowledge about the differential impact of COVID-19 on women and men](#) and on [persons with disabilities](#), the development of capacity building and mentoring initiatives on gender equality and diversity, and the reinforcement of partnerships, especially with UN Women and in the context of the Equal Pay International Coalition (EPIC).
57. Achieving gender equality and non-discrimination in the world of work is a crosscutting objective of all ILO programmes and interventions. Therefore, targeted action under outcome 6 is accompanied by mainstreaming efforts under all the other outcomes. To facilitate monitoring and reporting, as it is common practice among UN entities, the ILO results-based management system includes a system that categorizes country programme outcomes in all policy areas according to the contribution towards this goal through the application of a three-scale marker.⁷
58. Overall, the advancement of gender equality and non-discrimination was the principal objective in 6 per cent of the results achieved during the biennium, while another 48 per cent of the results made a significant contribution to this goal (figure 12). These figures are similar to the ones reported in 2018–19, of 5 per cent and 48 per cent, respectively.

⁶ See information about ILO performance in this area in the section corresponding to policy outcome 6.

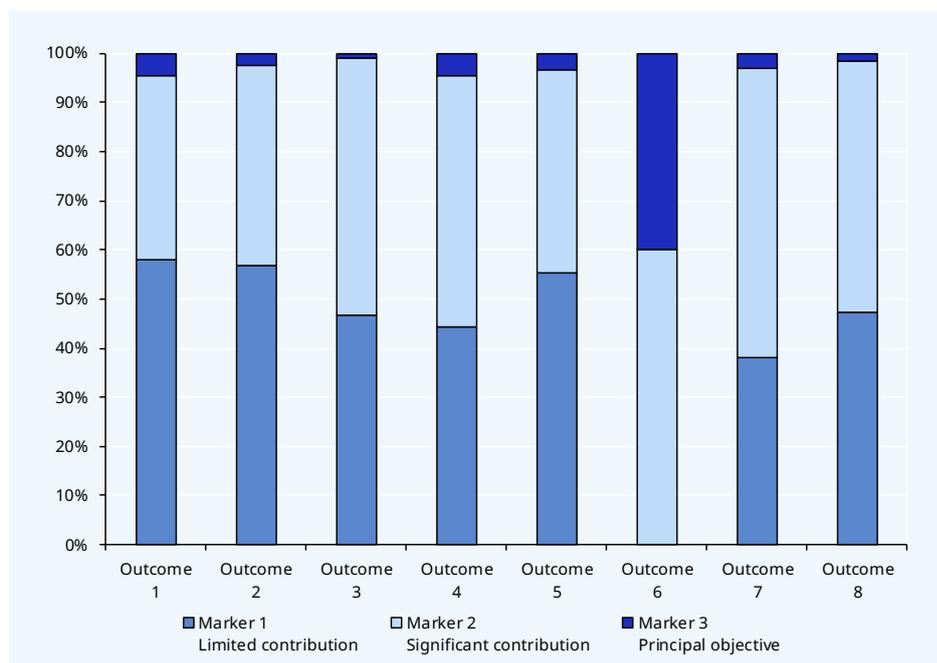
⁷ *Marker 3* is applied when the promotion of gender equality and non-discrimination is the principal objective of ILO action and results. *Marker 2* is applied when ILO action and results achieved in other policy areas make a significant contribution to the advancement of this goal by addressing root causes of inequality and discrimination. *Marker 1* is applied when ILO action and results in other policy areas have some focus on the advancement of gender equality and non-discrimination, but make a limited contribution to progress in this area. This includes, for example, measures put in place to ensure the participation of women in capacity development initiatives or the generation of information and knowledge about inequalities in the labour market.

► **Figure 12. Distribution of results achieved according to contribution to gender equality and non-discrimination**



59. Most of the results that specifically advance gender equality and non-discrimination were achieved under outcome 6. Although progress in this outcome was slower than planned, its inclusion in the ILO results framework for 2020–21 has contributed to advancing the ILO’s gender equality and non-discrimination agenda and to addressing violence and harassment at work. In addition, there were also a significant number of results focusing on this goal under outcome 7 on protection at work for all, outcome 4 on sustainable enterprises, outcome 3 on employment and outcome 8 on social protection (figure 13).

► **Figure 13. Distribution to results achieved according to contribution to gender equality and non-discrimination, by policy outcome and marker**

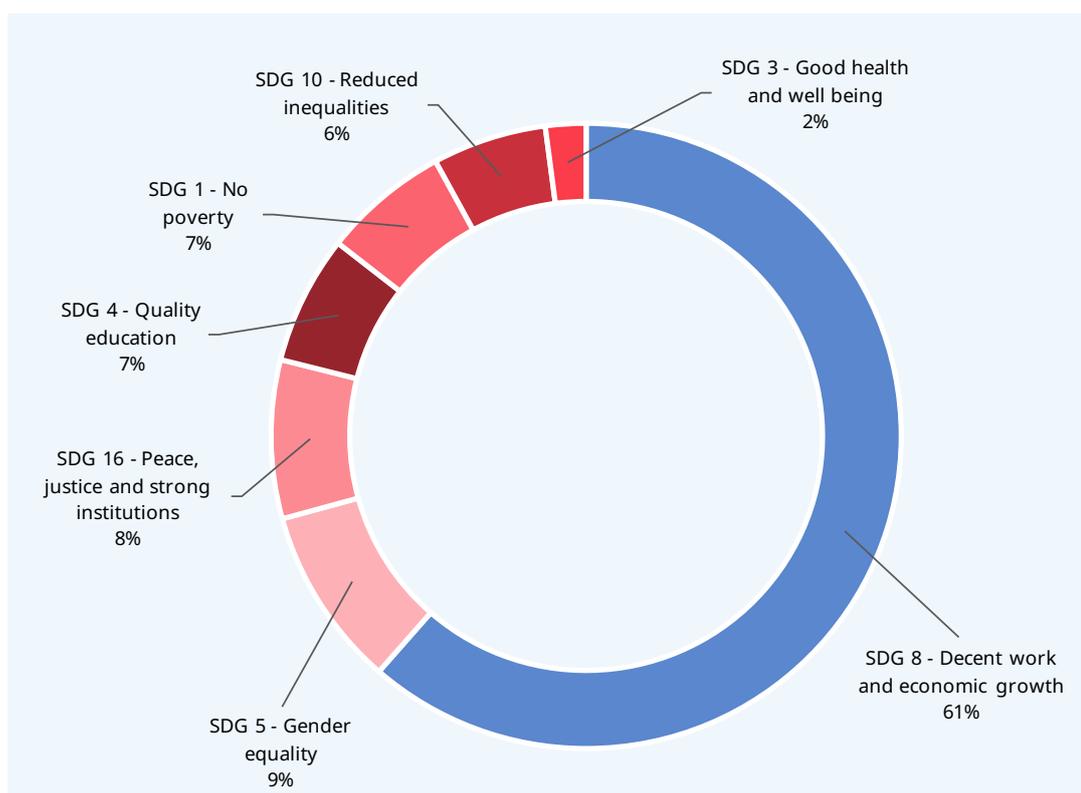


60. A number of results achieved in the biennium focused on the promotion of equality for groups that suffer discrimination in the labour market on the grounds of disability, HIV status or indigenous identity, or a combination of the three. About 20 per cent of the results promoted equality of opportunities and treatment for people living with a disability, 12 per cent focused on people living with HIV and 9 per cent targeted indigenous peoples. Most progress in this area is reported under outcome 6, although there are also examples and good practices in outcome 1 on tripartism and social dialogue, outcome 7 on protection at work and outcome 8 on social protection.

Contribution to the 2030 Agenda

61. The Programme and Budget for the biennium 2020–21 explicitly links each policy outcome to a limited number of SDG targets closely related to areas of ILO comparative advantage. The results reported in the biennium with the support of the ILO, therefore, reflect the Organization’s contribution to the 2030 Agenda.
62. Overall, more than 60 per cent of the results contributed to SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (figure 14). Focus was placed on three SDG 8 targets:
- SDG 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small- and medium-sized enterprises, including through access to financial services;
 - SDG 8.5: Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value; and
 - SDG 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

► **Figure 14. Contribution of ILO results to selected SDGs**

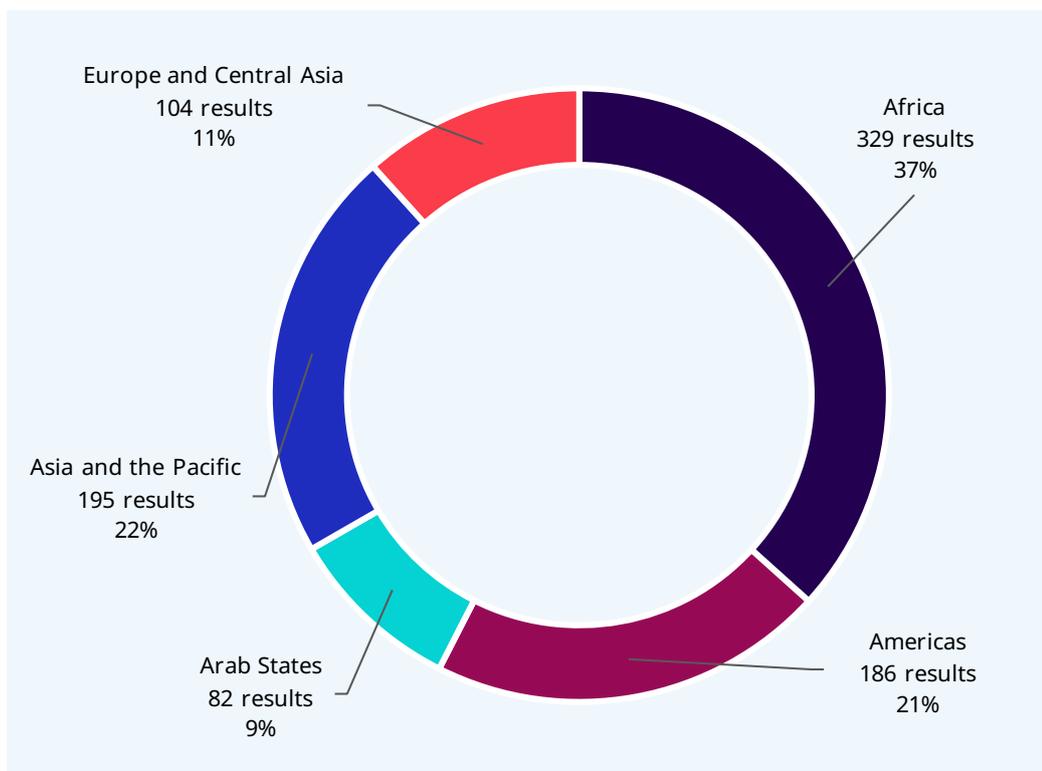


63. The analysis of ILO contributions to other SDGs shows a high number of results contributing to SDG target 5.2 on the elimination of all forms of violence against women and girls, largely stemming from progress achieved in countries in relation to the Violence and Harassment Convention, 2019 (No. 190). Results in relation to social dialogue and tripartism made an important contribution to SDG target 16.7 on responsive, inclusive, participatory and representative decision-making. Progress in skills and lifelong learning contributed to SDG target 4.4 on technical and vocational skills for employment, decent jobs and entrepreneurship. Achievements in the design and implementation of social protection systems contributed to SDG target 1.3, while the ILO contribution to the reduction of inequalities concentrated mostly in the areas of labour migration (SDG target 10.7 on orderly, safe, regular and responsible migration and mobility of people) and wage and social protection policies (SDG target 10.4).

Progress in the regions

64. Figure 15 sets out the regional distribution of results. Africa registered the highest number of results, followed by Asia and the Pacific and the Americas. This largely reflects the distribution of country programme outcomes and the geographical distribution of resources linked to regional specificities.

► **Figure 15. Distribution of results by region**



65. The global effects of the pandemic manifested differently in each region and country. This required the development of rapid assessments, specific analyses, and the generation of regional and country-specific knowledge products.

► **Box 5. Selected regional knowledge products on COVID-19 and the world of work**

- ILO support to the African Member States and the AUC to effectively respond to the impact of the COVID-19 pandemic on the informal economy.
- Labour Overview in times of COVID-19: Impact on the labour market and income in Latin America and the Caribbean.
- Towards a Productive and Inclusive Path. Job Creation in the Arab Region.
- Asia-Pacific Employment and Social Outlook 2020: Navigating the crisis towards a human-centred future of work.
- Rapid assessments and analyses of the impact of COVID-19 on the labour markets in 11 countries, published in the [ILO website for Europe and Central Asia](#).

66. In **Africa**, the high number of results achieved is a consequence of the exponential increase in demand for ILO assistance around the priorities of the Abidjan Declaration adopted at the 14th African Regional Meeting in December 2019 and its implementation plan, which proved to be relevant during the crisis and as a driver of recovery.

- There was progress in employment strategies in the region, including with a focus on youth, women, refugees and internally displaced persons. These areas, however, need to be further developed and financed to deal with the high level of unemployment, informality and working poverty in the region.
- There was also progress in social protection, a key priority for the region, especially cash transfer schemes and measures to extend health insurance to unprotected groups. The ILO launched a regional strategy to support constituents in their efforts to extend social protection coverage, with the aim of reaching 40 per cent of the continent's population with at least one social protection benefit by 2025. The implementation of the strategy will benefit from existing partnerships with the Africa Union Commission (AUC), the World Bank, UNDP, UNICEF and the European Union, among other organizations.
- The ILO also partnered with the AUC to develop the action plan for the eradication of child labour, forced labour, human trafficking and modern slavery in Africa (2020–2030). Both organizations made a strong call to a shift from commitments to action, as sub-Saharan Africa has more children in child labour than the rest of the countries of the world taken together.
- The ILO's visibility and leadership on labour migration issues increased considerably during the biennium, especially in relation to the [Djibouti Declaration on Labour, Employment and Labour Migration](#) of the Intergovernmental Authority on Development (IGAD), and the implementation of the [Global Compact for Safe, Orderly and Regular Migration](#) in the region. The ILO established an inter-regional platform between Africa and the Arab States to address labour migration issues and contributed to the adoption of the Southern African Development Community Labour Migration Action Plan.
- The ILO's normative work led to 36 ratifications in 14 Member States. This is a consequence of targeted ILO assistance to accelerate ratification focusing on instruments that are relevant to regional development priorities, including advancing the African Continental Free Trade Area, strengthening the rule of law after periods of civil unrest or strengthening the protection of disadvantaged workers (notably migrant workers, domestic workers and victims of gender-based violence).

67. In the **Americas**, many governments took decisive action to review and enact labour laws and to implement policies to protect jobs in response to the health and economic crisis. While many of these initiatives were not the outcome of social dialogue, tripartite discussions did take place in several countries, resulting in measures that addressed the consequences of the pandemic. In this context, the ILO contributed to country results and regional achievements across all policy areas.
- On formalization, one of the region's priorities, the ILO identified 60 innovative solutions based on the use of technologies to reduce work in the informal economy and will facilitate the implementation of two projects in this area. Social dialogue for formalization was supported in sectors such as tourism, retail commerce (markets) and fishing, and in the rural economy.
 - The ILO disseminated good practices to support micro, small and medium-sized enterprises and developed virtual capacity-building initiatives on telework, business continuity plans and productivity improvements, as well as a network on women entrepreneurs, together with UN Women.
 - To ensure a safe return to work and business continuity, the ILO developed regional tools and campaigns, including biosafety guidelines and protocols focusing on sectors such as agriculture, industry, services and domestic work.
 - The ILO put together a regional strategy for socio-economic integration of Venezuelan migrants in host communities, together with UNDP.
 - There were 21 ratifications in 11 Member States of the region during the biennium, especially the Protocol of 2014 to the Forced Labour Convention, 1930 and Convention No. 190.
68. In the **Arab States**, the ILO addressed decent work challenges amidst conflicts and economic challenges, social inequalities and increased numbers of refugees and migrants, all protracted problems aggravated by the pandemic. Many of the country results achieved draw upon projects and partnerships in countries with a sizable development cooperation portfolio.
- The ILO provided support to develop comprehensive national employment policies, comprising macroeconomic, sectoral, and structural reforms, as well as stronger labour market institutions, based on an analysis of the impact of COVID-19 on the labour markets.
 - The situation of migrant workers and refugees, at greater risk of suffering the consequences of the crisis, continued to be an important area of focus. Despite initial setbacks in the early days of the pandemic, several countries hosting migrant workers and refugees developed measures to improve working conditions and ensure a safe and voluntary return of migrants, including domestic workers, with ILO support.
 - Similarly, the large demand for support to strengthen social protection systems in the region led to increased work in this area in the framework of a regional issue-based coalition including the ILO, UNICEF and the United Nations Economic and Social Commission for Western Asia (ESCWA).
 - The ILO increased its work in partnership with other agencies in the context of the UN frameworks for socio-economic response to the crisis and started the implementation of several joint programmes, including – for the first time – with UN-Habitat and the United Nations Office for Project Services (UNOPS).

- There were five new ratifications of ILO Conventions from two Member States in the biennium as compared to only two in 2018–19, including one ratification of the Protocol of 2014 to the Forced Labour Convention.
- 69.** Even with interruptions related to COVID-19, the ILO responded effectively and efficiently in the provision of relevant services to the constituents in **Asia and the Pacific**. This led to results across all policy areas in the region addressing some of the characteristics of the labour markets that made them especially vulnerable to the effects of the crisis, such as a large informal economy, a high number of precarious migrant workers, low female labour force participation (especially in South Asia), low coverage of social protection and weak labour market institutions.
- The ILO's understanding of the world of work – highlighting the differentiated impact of the crisis by gender, age, sectors of work and occupation – was widely recognized and served to influence recovery policies and UN support strategies at regional and country levels.
 - The ILO contributed to the guiding framework for social protection policies in the Mekong countries, supported the development of unemployment insurance schemes, and promoted formalization through the use of digital tools for registration (e-formalization), the extension of social protection, skills recognition and support to micro and small enterprises.
 - Particular attention was paid to the working conditions of health workers and care givers, including violence and harassment. The effort to ensure safe and healthy working conditions increased across the region, with many countries incorporating the lessons from COVID-19 in guidelines to address “emergent risks” in their OSH policies and programmes.
 - The ILO strengthened regional partnerships to promote the Decent Work Agenda as a central element of recovery strategies and produced joint knowledge products with the Asian Development Bank (ADB) and the UN Economic and Social Commission for Asia and the Pacific (ESCAP).
 - Six Member States registered nine ratifications of ILO instruments during the biennium, six of them corresponding to fundamental Conventions. This is an area of work that requires continued attention and support from the ILO and other multilateral organizations.
- 70.** In **Europe and Central Asia**, following the onset of the pandemic, enterprises and governments – often through social dialogue – activated measures to preserve jobs, and later to ensure a safe return to work. Demand for ILO expertise increased, including on workplace safety, telework and formalization, leading to specific results at country level and regional products.
- To make progress in social dialogue, tripartism and labour market transitions, the ILO provided support to constituents focusing on: (a) diagnosing the nature and scale of the crisis; (b) supporting the design of rapid response measures; and (c) contributing to efforts in transitioning to a robust, fair and equitable recovery.
 - The ILO carried out labour market impact analyses leading to policy recommendations, knowledge exchange initiatives among constituents and the implementation of development cooperation interventions to tackle the impact of the crisis and placing decent work issues as critical components of socio-economic recovery plans, in partnership with other UN entities.
 - Online national and subregional capacity development initiatives, often targeting specifically workers' and employers' organizations, focused on crisis mitigation, employment strategies,

addressing gender inequality in the world of work, the role of public employment services, OSH and the extension of social protection coverage.

- Countries in the region continued to ratify ILO Conventions at a good pace (24 ratifications in 18 Member States). The ILO stepped up its assistance to constituents in developing tripartism and social dialogue mechanisms, and to apply international labour standards, as a culture of social dialogue and workplace cooperation is key to shaping the recovery and preventing a deterioration in employment and labour conditions during and after the crisis.

Results by policy outcome

- 71.** This section presents the main results achieved under each policy outcome of the Programme and Budget for 2020–21. It includes highlights and examples of country results and some of the major global products delivered by the ILO.⁸

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

► Highlights

- 28 Member States revitalized social dialogue mechanisms, especially in response to the crisis.
- EBMOs in 27 Member States scaled up virtual training services for existing members and recruited new ones, drawing on enhanced capacity acquired through 16 e-campus learning management systems organized by the ILO, among other training initiatives.
- Workers' organizations in 28 Member States expanded outreach to previously unorganized workers, set up new organizations or developed new services to support workers in tackling COVID-19-related challenges, including through new digital tools and increased online media presence.
- 83 per cent of the ILO Member States have now ratified the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), following six new ratifications registered in 2020–21 (Angola, Cabo Verde, Croatia, Luxembourg, Somalia and the Sudan).

- 72.** In the urgency to respond to the multi-faceted challenges posed by COVID-19, many governments had to adopt difficult policy decisions that often affected social dialogue, the effectiveness of public services and the independence of employers' and workers' organizations. The ILO response, based on its normative mandate and tripartite structure, was to increase the support to the constituents and to revitalize social dialogue mechanisms and institutions at all levels during the crisis and its aftermath.

- 73.** Initially, the ILO supported social partners to respond to the immediate health consequences of the pandemic in the workplaces, enabling them to remain functional and develop services, tools and resources for their members and the wider communities of employers and workers. The ILO then supported knowledge generation to understand their needs, policy research and advocacy with specific attention to business continuity strategies, skills needs, social protection and employment measures necessary for economic recovery and the preservation of jobs and income. Particular emphasis was placed on small and medium-sized enterprises, workers and operators in the informal economy, and other vulnerable groups of workers, disproportionately hit due to the lack of protection and their exclusion from support measures. In a context that deeply affected the operation of labour inspectorates, the ILO assisted labour administrations to streamline labour issues into public policies addressing the crisis, namely in relation to

⁸ Appendix II contains a table with the target set and results achieved for all the output indicators under the eight outcomes.

return to work options, avoiding contagion in the workplace, the protection of the most vulnerable workers, and the engagement of social partners.

74. With ILO support, social partners' organizations were able to rapidly assess the impact of COVID-19 on the world of work, which increased their capacity to develop and advocate for policy changes. Through 420 surveys, EBMOs in almost 50 Member States generated data on the effects of the crisis on enterprises and presented proposals for reform to governments. Workers' organizations in 26 Member States introduced proposals to improve labour protection that were discussed in national forums and social dialogue institutions.

► **Box 6. Understanding the needs and roles of the social partners during the COVID-19 crisis**

A joint report produced by the ILO and the International Organisation of Employers (IOE) in June 2020 showed how the 127 EBMOs surveyed were heavily affected by the pandemic but nevertheless reinforced their roles as advocates for a private sector led recovery. In January 2021, the ILO published a [report](#) to take stock on how EBMOs led businesses in times of COVID-19 and examine the role of EBMOs to guide economic and labour market recovery. The two reports offered a solid knowledge base to re-focus the ILO's technical support to EBMOs.

A [global trends analysis](#) published in January 2021 showed that workers' organizations in 133 countries had been very active in protecting working conditions during the crisis through the provision of services and social dialogue. This included the set-up of emergency funds, awareness-raising campaigns and programmes, legal advice, distribution of personal protection equipment, and in some instances the recognition of COVID-19 as an employment injury. In June 2021, the ILO also published a special issue of the International Journal of Labour Research on [COVID-19 and Recovery: The Role of Trade Unions in Building Forward Better](#).

75. Policy responses and measures to address the pandemic's impacts through strengthened social dialogue acted as a unifying force for the tripartite constituents in many Member States. The inclusion of social dialogue and tripartism as indicators of social cohesion and community resilience in the [UN framework for the immediate socio-economic response to COVID-19](#) facilitated the ILO's advocacy efforts and action in this area.⁹ The ILO developed knowledge on the [role of social dialogue during the COVID-19 pandemic](#) as a means of reconciling competing interests, build commitment and increase ownership in policy-making processes in a context of crisis. In 2021, the ILO finalized a flagship report on the strategic objective of social dialogue to be published and launched in 2022.

► **Box 7. Tripartism and social dialogue in response to COVID-19 in Fiji**

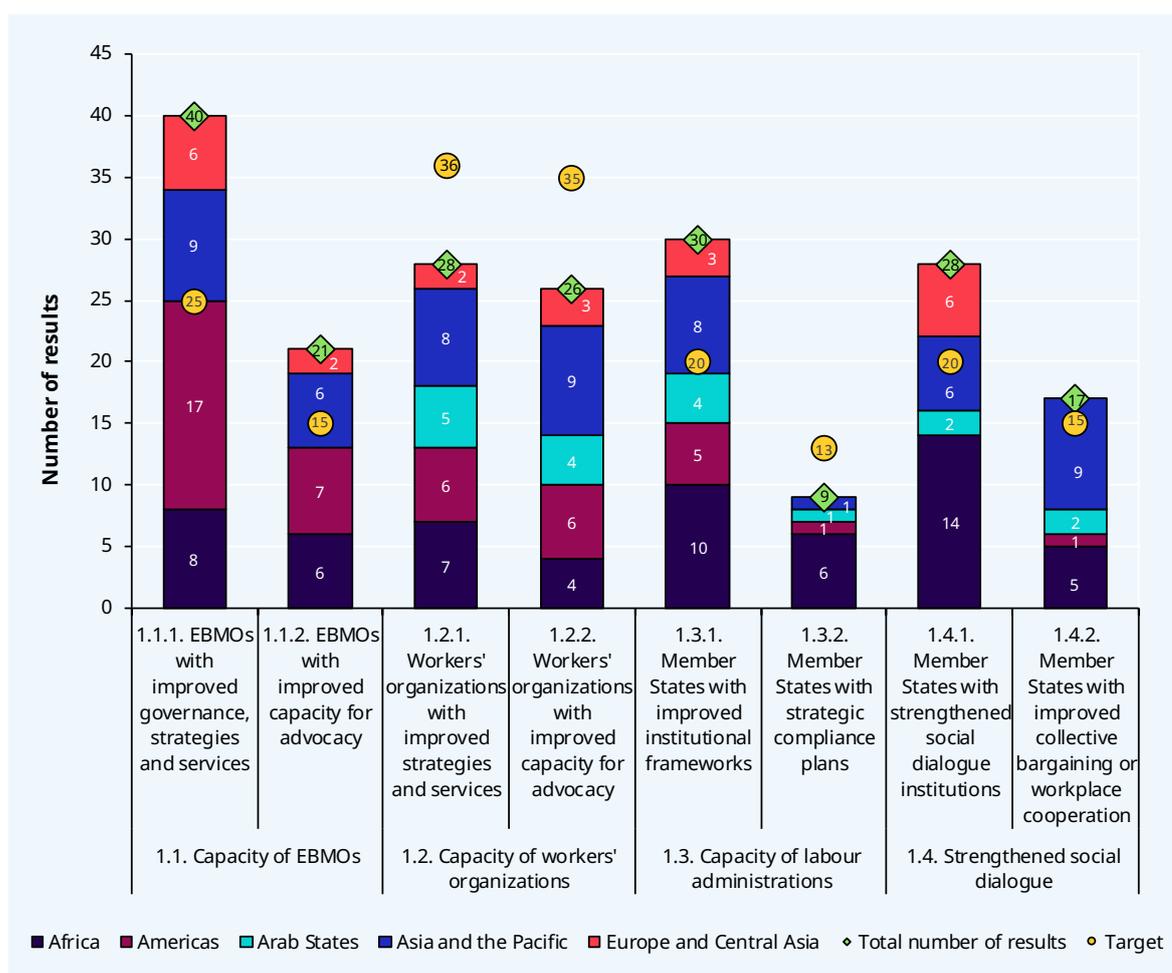
With ILO support and the contribution of RBSA, the Fiji Commerce and Employers Federation, the Fiji Trade Union Congress and the Ministry of Employment, Productivity and Industrial Relations led the development of a [rapid assessment on the impact of COVID-19 on employment and business](#). This was followed by the publication of reports with findings and recommendations for the COVID-19 response and recovery plans, which contributed to the [UN Socio-Economic Impact Assessment of COVID-19 in Fiji](#). Several of these recommendations were adopted by the Government and incorporated in the national budget, including the Fiji Development Bank's COVID-19 Recovery Credit Guarantee Scheme.

⁹ According to the [UNINFO COVID-19 Data Portal](#), UN Country Teams reached more than 3,000 social partners' organizations and facilitated over 1,000 subnational and national social dialogue spaces in more than 100 countries.

Performance in relation to the 2020–21 targets and commitments

76. During the biennium, the ILO focused its support on the delivery of four outputs, three in relation to the institutional capacity of the tripartite constituents and the fourth in relation to social dialogue and labour relations laws, processes and institutions. Overall, the 199 results achieved exceed the target (179) by 11 per cent. Results are above target in five of the eight output indicators. About 60 per cent of the results were achieved in Africa and in Asia and the Pacific, and most of the results in relation to EBMOs were reported in the Americas (figure 16).

► **Figure 16. Results achieved under Outcome 1, by output indicator and region**



77. The uncertainty and instability generated by COVID-19 created an unprecedented demand to expand and deepen the ILO’s support to strengthen the **institutional capacity of EBMOs**, so that these organizations could preserve their institutions, effectively channel the needs of the private sector to governments and participate in social dialogue, while accelerating service provision to their members. The high number of results achieved in this area is explained by the adaptation of the ILO intervention model to ensure a more efficient use of available resources, especially through global tools and guidance for employers that could be customized to the national context.

78. The ILO released 12 global COVID-19 knowledge products that empowered EBMOs to play a leadership role in: (a) coordinating the voice of business through improved data collection, analysis and communication; (b) establishing stronger engagement with their members by providing continued guidance on managing COVID-19 in the workplace, working from home,

safe return to work, business continuity planning, and productivity-driven recovery; and (c) digitalizing its service provision for members.

► **Box 8. Effects of the EBMO's advocacy on public policies to recover from COVID-19 in Colombia, Seychelles and Serbia**

The ILO contributed to strengthening EBMO capacity for advocacy, communication, analysis and dialogue, increasing their influence in policy-making processes during the pandemic.

The National Business Association of Colombia (ANDI) [presented a specific request for the extension of the Formal Employment Support Programme](#), which benefited over 140,000 enterprises and 3.9 million workers, and was approved by Congress at the end of 2020.

In July 2020, the Seychelles Chamber of Commerce and Industry produced the document [Pathways to Recovery and Prosperity \(RAP\)](#) based on unique data generated through five business surveys and stakeholder interviews. The President of the country actioned the RAP to be implemented in collaboration with ministries, and the Chamber partnered with the Central Bank of Seychelles to provide guidance on re-opening the economy.

The Serbian Association of Employers (SAE) conducted two rounds of [enterprise surveys](#) to collect evidence on the impacts of the COVID-19 pandemic on business and advocated for sector-specific measures, which were adopted by the Government. These measures included the extension of wage subsidies for the hospitality sector and the provision of direct aid to enterprises in the transportation sector.

79. Similarly, in spite and because of the challenges of the COVID-19 pandemic, the ILO continued to strengthen the **institutional capacity of workers' organizations** to organize new groups of workers through innovative approaches and digital tools. In several countries, trade unions were able to reach out to workers in new sectors, the informal economy and in digital platforms. New unions were also created in Paraguay and Tonga.

► **Box 9. Workers organizations' innovations unionize new members during the pandemic in Colombia and Malaysia**

Due to COVID-19-related challenges, numerous workers' organizations across the world, with ILO support, embarked on promotional campaigns and established information lines and legal service centres for specific groups, particularly through digital means.

Several trade union organizations in the agribusiness sector of Colombia, for example, implemented a strategy to attract and support rural workers focusing on women, which included a [communication campaign](#) using community radio and television.

The Malaysian Trades Union Congress (MTUC) implemented Migrant Recourse Centres to help register un-documented migrant workers and provide legal advice to those who faced unfair dismissals, including digitally. MTUC also established a task force with the United Malays National Organization to increase labour protection for platform workers.

80. In some countries the pandemic led to challenges to social dialogue and limitations to labour rights, therefore preventing unions from working effectively and increasing the number of complaints to the ILO supervisory bodies. The ILO enhanced the support to unions to enable them to influence policies and revitalize social dialogue. This included promoting, for example, trade union alliances within each country, fostering bipartite dialogue with EBMOs and increasing the capacity of workers' organizations to participate in national and UN planning processes to implement the 2030 Agenda. For this purpose, the ILO developed a training package on the role of trade unions in multilateralism and a [Trade Union Reference Manual on the United Nations Sustainable Development Cooperation and the Decent Work Agenda](#).

81. Increased demand for ILO services to strengthen the **capacity of national labour administrations** to participate effectively in the response to the COVID-19 pandemic led to the development of institutional frameworks to address the new challenges in the world of work in more Member States than planned. Lockdowns and the slowdown of economic activity, however, affected the work of labour inspectorates, and consequently the number of results achieved in this area. Nevertheless, the ILO delivered electronic and online supporting materials and platforms, including guidelines, toolkits and compendiums of good practice, some focusing specifically on [COVID-19 responses](#). Through the Strategic Compliance Portal launched by the ILO in August 2020, labour inspectorates in nine countries and territories were able to develop their own plans and monitor online the status and results of inspection campaigns.
82. The number of results achieved **strengthening social dialogue and labour relations laws, processes and institutions**, exceeded the target. A large number of results refer to the use of tripartite social dialogue to develop effective country responses to COVID-19, especially in Africa, the Arab States and Europe and Central Asia. The ILO also contributed to strengthening labour dispute resolution systems as a mechanism to address the consequences of the pandemic, particularly in Asia and the Pacific and Europe and Central Asia.¹⁰ The Comparative Legal Database on Industrial Relations ([IRLex](#)), the Industrial Relations Database ([IRData](#)) and the online training tool on industrial relations (IRToolkit), were expanded. Collective bargaining has improved in nine Member States, while workplace cooperation and grievance handling mechanisms have been enhanced in eight Member States, thus contributing to improved working conditions and more resilient workplaces. The [Better Work Programme](#) supported factories and workers in the garment sector of 12 countries to improve cooperation and dialogue in relation to health and safety, compliance with international labour standards, and COVID-19 prevention and vaccination, among other issues.
83. Overall, the experience during the biennium and specific ILO research have shown that more influential social dialogue and collective bargaining led to improved protection of workers, more resilient enterprises during the pandemic (such as in the health, maritime and transport sectors), as well as to an accelerated recovery.

► **Box 10. Revitalization of labour inspection and social dialogue in Georgia**

The Parliament of Georgia adopted a labour law reform package on 29 September 2020, elaborated with ILO's support, and aligned with European Union Directives and the country's international obligations under ratified ILO Conventions. The package includes amendments to the labour code and a new law on labour inspection services, which extends the mandate of the inspectorate and requires the establishment of a Tripartite Advisory Council on the labour inspection strategy and activities.

84. Tripartite constituents reached consensus and adopted conclusions, recommendations and tools at nine **sectoral meetings approved by the ILO Governing Body**, namely on aquaculture, automotive, education, urban transport, sports, textiles, clothing, leather and footwear. Standard-setting committees reviewed the implementation of sectoral standards in the maritime sector and education.¹¹ Key emerging issues in sanitation, textiles and tourism

¹⁰ See the ILO [Report on the Rapid Assessment Survey: The Response of Labour Dispute Resolution Mechanisms to the COVID-19 Pandemic](#).

¹¹ The Special Tripartite Committee (STC) of the Maritime Labour Convention, 2006 (MLC, 2006); the [Subcommittee on Wages of Seafarers of the Joint Maritime Commission \(JMC/SC\)](#); and the [Joint ILO–UNESCO Committee of Experts on the Application of the Recommendations concerning Teaching Personnel \(CEART\)](#).

were addressed in subregional meetings in the Americas and Asia and Pacific regions, while research findings in information and communication technologies and in mining were discussed in two inter-regional seminars. A meeting of experts developed a [code of practice on safety and health in textiles, clothing, leather and footwear](#) in October 2021.

Budget and expenditure

85. Total expenditure in outcome 1 during 2020–21 was US\$147.4 million, 68 per cent from the ILO regular budget, 29 per cent from extrabudgetary development cooperation contributions and 3 per cent from the RBSA (table 2). This amount exceeded the strategic budget for the biennium by 31 per cent, especially because of the mobilization of voluntary contributions aimed at strengthening labour administrations and labour inspection.

► **Table 2. Strategic budget and expenditure corresponding to outcome 1**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	101.8	101.1
Extrabudgetary development cooperation	11.0	42.2
Regular budget supplementary account	Not defined	4.1
Total	112.8	147.4

86. Out of the total expenditure in 2020–21, 51 per cent corresponds to strengthening the institutional capacity of the social partners’ organizations (outputs 1.1 and 1.2). These resources came essentially from the ILO regular budget (91 per cent). There was also a very significant allocation from the RBSA towards these outputs, and expenditure from this source in 2020–21 exceeded the amount spent in 2018–19 to promote strong and representative employers’ and workers’ organizations, contributing to 23 results in 21 Member States.

Outcome 2: International labour standards and authoritative and effective supervision

► Highlights

- The Worst Forms of Child Labour Convention, 1999 (No. 182), became the first standard to be universally ratified in the history of the ILO.
- 95 ratifications of Conventions and Protocols were registered in the biennium, of which 69 occurred in 2021, highlighting the importance that Member States place on international labour standards for recovering from the crisis to a better future of work. Antigua and Barbuda ratified seven Conventions and two Protocols, Sierra Leone ratified seven Conventions and one Protocol, and Somalia ratified seven Conventions during the biennium.
- A multi-stakeholder alliance led by the ILO, the UN Secretariat and the International Maritime Organization tackled the effects of COVID-19 restrictions on seafarer crew changes, providing solutions to hundreds of thousands maritime workers who remained stranded at sea during the COVID-19 crisis.
- At the request of the Governments of Mexico and the United States of America, the ILO carried out an observation mission of the process of legitimation of a collective bargaining agreement at the General Motors plant in Silao, Mexico, concerning compliance with commitments under the framework of the free trade agreement between Mexico, the United States and Canada.

87. In spite of the difficulties created by the pandemic, the ILO continued to develop a forward-looking policy on the setting, promotion, ratification and supervision of international labour standards, as called for by the Centenary Declaration. The Standards Review Mechanism (SRM) continued working on maintaining a clear, robust and up-to-date body of standards, and the

Organization continued pursuing a standards policy agenda balancing the abrogation or withdrawal of outdated instruments with the setting of new standards to close regulatory gaps. In 2021, the International Labour Conference decided the abrogation of eight Conventions and the withdrawal of ten Conventions and 11 Recommendations. In addition, the Special Tripartite Committee of the Maritime Labour Convention, 2006, as amended, proposed the abrogation or withdrawal of 36 maritime instruments between 2023 and 2030. In parallel, the Governing Body decided to place on the agenda of the ILC standard items on quality apprenticeships in 2022 and 2023 and on protection against biological hazards in 2024 and 2025.

88. Technological improvements such as digital versions of guides, digital repositories and workflows for the production of reports, allowed the supervisory bodies to continue operating at good pace and enabled constituents to access the supervisory mechanisms more effectively, increasing transparency. At the same time, the ILO developed specific products to develop knowledge on the [role of international labour standards in relation to the COVID-19 outbreak](#) and the work of the [supervisory bodies](#).

► **Box 11. The ILO supervisory mechanisms during the COVID-19 pandemic**

The Committee of Experts on the Application of Conventions and Recommendations (CEACR) successfully conducted its first ever fully virtual session in November–December 2020. Over the biennium, the CEACR released 3,223 comments and one General Survey on [Promoting employment and decent work in a changing landscape](#). The CEACR devoted a section of its [2021 General Report](#) and several general observations to the question of the application of international labour standards in the context of the COVID-19 crisis.

The Committee on the Application of Standards (CAS), postponed in 2020 due to the deferral of the International Labour Conference, restarted its operations in 2021 in an online format. The CAS examined 19 individual cases and adopted conclusions about targeted follow-up action by the Office. Following its deferral at the March and June 2020 sessions of the Governing Body, the Committee on Freedom of Association (CFA) resumed its work virtually in October 2020, recovering the backlog incurred through the examination of 139 cases.

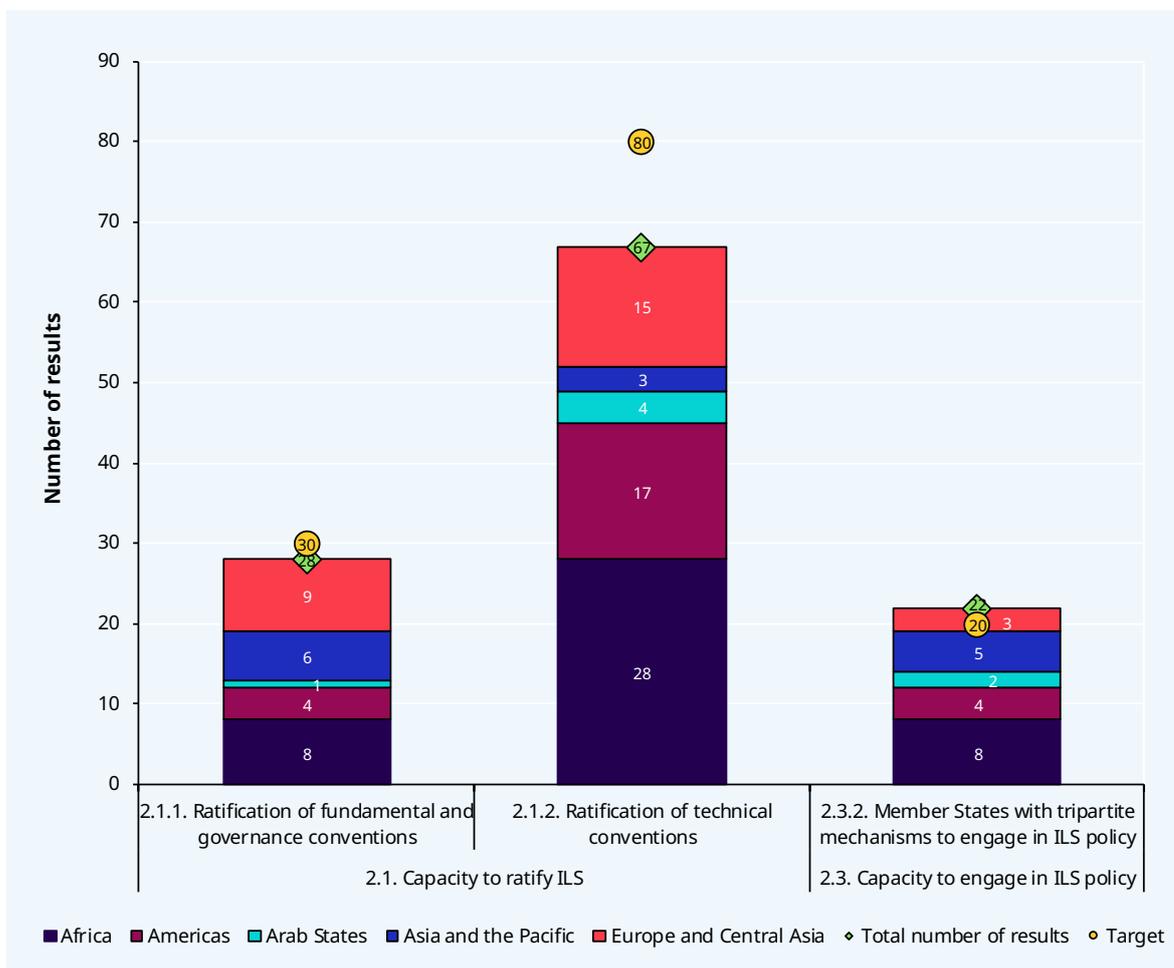
The Governing Body examined complaints under article 26 of the ILO Constitution and representations under article 24 during virtual meetings carried out in 2020 and 2021, and made several decisions in relation to the follow-up to recommendations by two Commissions of Inquiry and other cases. The Office provided assistance for voluntary conciliation between parties in six cases, and two of them have been withdrawn.

Performance in relation to the 2020–21 targets and commitments

89. During the biennium, the ILO provided support to Member States for the ratification of international labour standards (output 2.1). Results in this area were below the target set for the biennium (figure 17), mainly because the effects of the pandemic slowed down ratification processes in 2020. The ILO also supported its constituents in the application of standards (output 2.2), achieving the target set in both output indicators. Member State capacity was strengthened to engage in the normative cycle (output 2.3) through timely reporting and the promotion of tripartite engagement in 22 Member States.¹²

¹² Specific information can be found in Appendix II.

► Figure 17. Results achieved under Outcome 2, by region

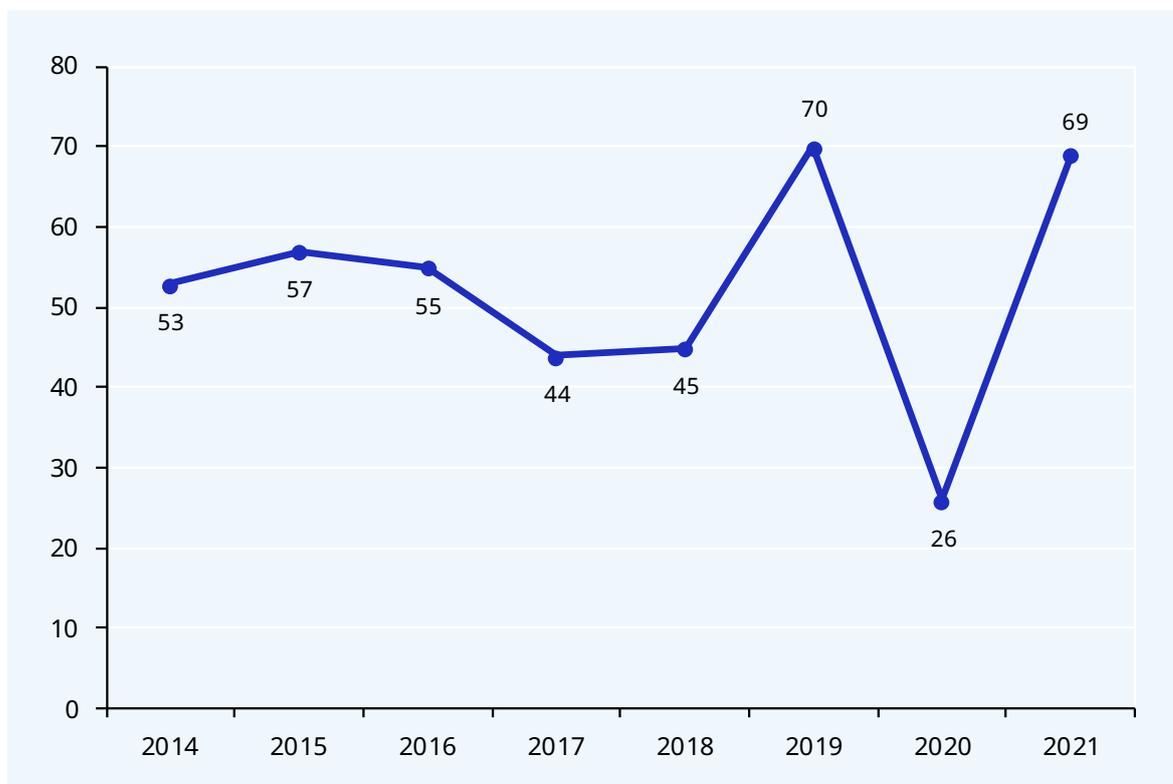


Notes:

- The two indicators of output 2.2 and one of the indicators of output 2.3 have different units of measure and therefore are not included in the figure.
- The target established in the programme and budget document for indicator 2.1.2 (20) corresponded to a limited set of instruments reviewed by the SRM on occupational safety and health, social protection, employment policy and maritime labour. This figure was exceeded during the biennium. The target of 80 is in line with the average number of ratifications of up-to-date technical Conventions in the last three biennia.

90. While the COVID-19 crisis affected progress in the **ratification of international labour standards** in 2020, the registration of ratifications increased very significantly in 2021, reaching a similar number as in 2019, the ILO centenary year (figure 18).

► **Figure 18. Number of registered ratifications (2014–21)**



- 91. With regard to fundamental and governance Conventions, the ILO achieved an important landmark with the universal ratification of the Worst Forms of Child Labour Convention, 1999 (No. 182). The most ratified instruments in this category were the Protocol of 2014 to the Forced Labour Convention, 1930, and the Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144).
- 92. As for the technical Conventions, the increased relevance of OSH to the COVID-19 response led to a high number of ratifications of the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). Other Conventions with high ratification were the recently adopted Violence and Harassment Convention, 2019 (No. 190), which entered into force in 2020, and the Domestic Workers’ Convention, 2011 (No. 189).

► **Box 12. Ratification of fundamental Conventions by the Republic of Korea**

On 20 April 2021, the Republic of Korea ratified three fundamental Conventions: the Forced Labour Convention, 1930 (No. 29); the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87); and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). This was a culmination of a long journey of commitment by the constituents in the country that started in 1996, which included high-level ILO tripartite missions and technical support, dialogue with the supervisory bodies and progress in regulations, all of which paved the way for ratification.

- 93. The ILO provided continued support to the constituents for the **application of international labour standards**. The number of cases of progress in countries noted with satisfaction by the supervisory bodies was 44, similar to the target of 45. This reflects the outreach of technical assistance provided by the ILO and the increased awareness of the need to enhance protection at work to create a better world of work after the pandemic.

94. A central element in the ILO strategy in this area was the expansion and consolidation of efforts to mainstream the application of international labour standards through partnerships, especially within the UN system. This led to the explicit inclusion of normative issues noted by the ILO supervisory bodies in the UN Sustainable Development Cooperation Frameworks for Peru, Turkmenistan, Ukraine and Uzbekistan, 10 per cent of the 40 frameworks analysed, therefore reaching the target. In another five Cooperation Frameworks – Bangladesh, Côte d'Ivoire, Eswatini, South Africa and Turkey – the strategy was based on comments from the supervisory bodies, without referencing them explicitly, on issues such as freedom of association, gender equality, child labour and employment promotion. The [UN Sustainable Development Cooperation Framework for Bangladesh 2022–26](#), for example, includes references to international labour standards, labour reform, strengthening of labour market governance and the promotion of social dialogue.

► **Box 13. Mainstreaming international labour standards in the work of the UN**

The ILO participated very actively in several interagency groups, including: (a) a Task Team on Leaving No One Behind, Human Rights and the Normative Agenda; (b) the UN Network on Racial Discrimination and the Protection of Minorities; and (c) the Working Group on the UN Secretary-General's Call to Action for Human Rights. The ILO contributed to the development of related knowledge products and in the delivery of training for members of UN Country Teams. While efforts in this area were generally successful, the experience showed the need to further identify and develop the strategic linkages between the comments of the ILO supervisory bodies and the UN human rights mechanisms.

95. Positive results were also significant concerning the **capacity of the constituents to engage in all the stages of the normative cycle**, globally and at country level. ILO efforts in this area included the review of legal instruments in 20 Member States and the redesign of training initiatives, particularly those carried out with the Turin Centre such as the International Labour Standards Academy, which increased virtual delivery and outreach in specific regions. While timely reporting on the application of ratified standards in 2020 was low (25 per cent), the performance increased significantly in 2021 (40 per cent, achieving the target). This allowed the supervisory bodies to perform their oversight role adequately.
96. In 22 Member States, especially in Africa, Asia and the Pacific and the Americas, the ILO supported the establishment of tripartite mechanisms enabling constituents to effectively engage in the implementation of international labour standards at the national level, including reporting to the supervisory bodies. In some countries, the response to the crisis offered an opportunity to strengthen tripartite engagement over normative priorities, while in others it deteriorated the conditions for social dialogue. It is therefore necessary to continue efforts to enable the tripartite constituents to discuss and agree upon national plans for the ratification and application of international labour standards, including as a follow-up to the decisions of the SRM tripartite working group.

Budget and expenditure

97. The total expenditure on outcome 2 during 2020–21 was US\$72.5 million (table 3). Expenditure from the regular budget was lower than planned due to the cancellation of several face-to-face meetings during the biennium and restrictions to travel. Extrabudgetary expenditure, on the other hand, was higher than anticipated due to increased interest in the promotion of standards in the framework of global trade and investment agreements and the social safeguard policies of international financial institutions. In many cases, progress in the

application of standards occurred as a consequence of effective ILO development cooperation interventions, for example, the [Trade for Decent Work project](#) and the ILO-Qatar technical cooperation programme. RBSA contributed to specific results in this area in two Member States.

► **Table 3. Strategic budget and expenditure corresponding to outcome 2**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	56.7	50.7
Extrabudgetary development cooperation	11.0	18.6
Regular Budget Supplementary Account	Not defined	3.2
Total	67.7	72.5

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

► **Highlights**

- 67 countries developed policies, programmes and action plans for employment protection, promotion and recovery, especially in response to the COVID-19 crisis.
- 20 countries carried out rapid assessments of the labour market impact of COVID-19 using an innovative ILO methodology.
- 7 Member States included just transition considerations in their National Determined Contributions to tackle the climate change crisis.
- The ILO played a central role in the Food Systems Summit in September 2021 and leveraged partnerships to promote decent jobs for the 768 million people suffering from food insecurity in the world, many of whom are agricultural workers.

98. The ILO’s work on economic, social and environmental transitions was instrumental in supporting the constituents’ efforts to respond to the immediate consequences of the crisis on the most affected sectors, enterprises and workers, as well as to devise longer term policies and programmes for a job-rich, inclusive and green recovery. The ILO developed new tools – such as the [Rapid Diagnostics for Assessing the Country Level Impact of COVID-19](#). Guidance and delivery approaches were adapted to better promote coordination of employment and social protection policies with the purpose of generating synergies and enhancing impact.

► **Box 14. Coordinated delivery of social protection and active labour market policies in Uzbekistan**

The Ministry of Employment and Labour Relations of Uzbekistan requested the ILO’s technical assistance to enhance coordination between employment and social protection policies in order to improve the coverage of women and youth, as well as to identify skills, systems and procedures for a more effective crisis response. The ILO carried out two institutional assessments, one for the Public Employment Services and another for the Public Works Programme, and provided advice on ways to strengthen service delivery to vulnerable groups and young women and men. As a result, by October 2020, the country was able to provide temporary work to 500,000 people, of whom 270,000 were women, doubling its capacity to deliver public jobs as compared to January 2020.

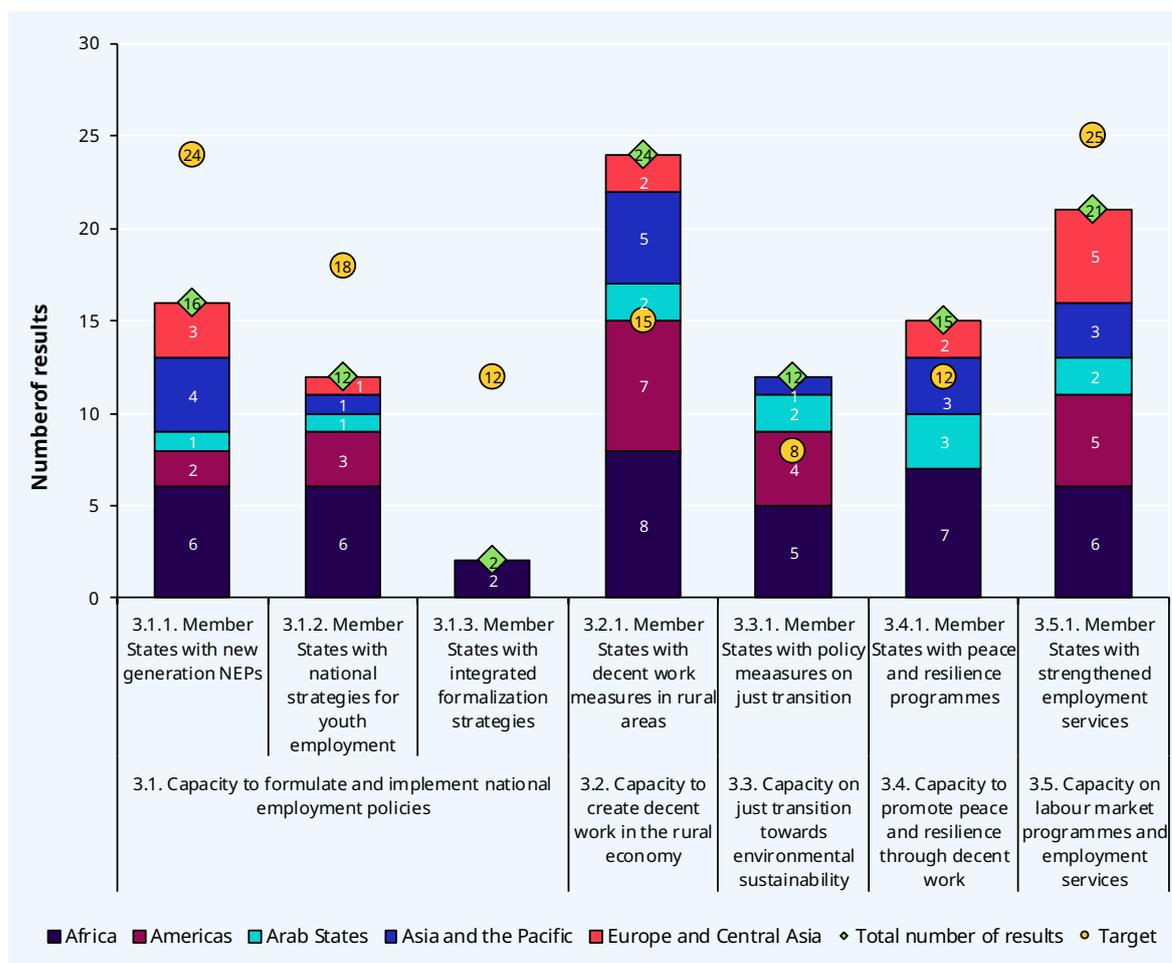
Related article: [How the ILO can support vital public employment programmes during the COVID-19 crisis.](#)

99. In many least developed countries, the ILO provided support to immediate responses to maintain or generate employment through the Jobs for Peace and Resilience flagship programme, with a strong focus on public works schemes adapted to new sanitary conditions. The strategic importance of agri-food systems in the recovery, whose frailty was exposed during the pandemic, required particular attention and led constituents in many countries to put in place decent work measures in rural areas, with a strong focus on environmental sustainability.

Performance in relation to the 2020–21 targets and commitments

100. During the biennium, the ILO focused its support on the delivery of five outputs to strengthen Member States’ capacity to formulate and implement policy responses with effects on the quantity and quality of employment, including in the rural and green economies. Overall, the ILO contributed to 102 results under this outcome, slightly below the target set for the biennium (114). The target was exceeded in three of the seven output indicators, and results were significantly below target in relation to the adoption of integrated formalization strategies as the COVID-19 crisis led many countries to prioritize action in support of immediate responses over long-term measures (figure 19).

► **Figure 19. Results achieved under Outcome 3, by output indicator and region**



101. About 40 per cent of the results were achieved in Africa, especially in relation to the adoption of national employment policies, decent work measures in the rural economy and employment-intensive investment programmes. The ILO also contributed to a significant

number of results in the Americas, particularly in relation to the rural economy, and in Asia and the Pacific. Results in the Arab States are evenly distributed across the outcome areas, while in Europe and Central Asia most of the results correspond to national employment policies and the strengthening of employment services.

- 102.** In response to constituents' demands, the focus of ILO's assistance for the **formulation and implementation of a new generation of gender-responsive national employment policies** shifted to the impacts of the COVID-19 crisis on jobs, particularly for women, youth and informal workers, as well as to strategies for a job-rich recovery. Country-specific knowledge generated through rapid assessments, added to a global survey on the effects of the crisis on youth and research on its gender-differentiated employment effects, paved the way for the development of evidence-based employment strategies to respond to the crisis, with results achieved in 16 Member States. Work on gender-responsive macroeconomic and sectoral policies was supported by a joint UN Women/ILO programme in five countries. Employment and jobs creation became central to many UN COVID-19 socio-economic response plans.

► **Box 15. Assessing the COVID-19 impact on the economy and the labour market**

The COVID-19 outbreak led to an economic decline resulting from falling global demand and disruptions in global supply chains, capital flows and some sectoral activities. In the aftermath of the crisis, the ILO offered guidance and real-time support to assessing the impacts of the crisis and on devising appropriate recovery measures. New [technical guidelines](#) on rapid diagnostics were produced and disseminated to undertake [country assessments](#). Complemented by a range of [policy briefs](#) addressing crisis responses, these assessments were instrumental to supporting policy debates and the shaping of employment promotion strategies across all regions. An assessment on the multidimensional impact of COVID-19 on employment and the labour market in the Philippines focused on: (a) vulnerable groups; (b) a dedicated youth section to inform the National Employment Recovery Strategy; (c) the UN Common Country Assessment (CCA); (d) the Socioeconomic and Peacebuilding Framework (SEPF); and (e) a range of other policies and measures on youth employment in the country.

- 103.** The focus on the urgent response to COVID-19 led, in some countries, to delays in the adoption of youth employment policies and integrated formalization strategies. Work in these areas remain a priority for the tripartite constituents in all regions and will require further investments in coming years, building on the work of UN inter-agency task forces and joint programmes on youth – several of which are led by the ILO – and on important worldwide and regional developments such as the Global Initiative on Decent Jobs for Youth, the joint ILO-African Union youth employment strategy or the alliance with the European Commission for the application of the Youth Guarantee in the Western Balkans.
- 104.** The ILO supported constituents to formulate and implement measures to advance **decent work in the rural economy**, with results achieved in 24 Member States. ILO work focused on the development of COVID-19 responses with measures to uphold labour rights, promote gender equality and women's empowerment, improve productivity and working conditions in rural sectors and maximize the decent job potential of agri-food systems, particularly for youth. A tripartite meeting on [aquaculture](#) adopted conclusion and policy recommendations for action. [Employment-intensive approaches](#) for creating decent jobs in rural areas through infrastructure and environmental investments were implemented in several countries. Global advocacy work on employment and decent work in the agri-food sector was reinforced within the framework of the G20, the [Global Donor Platform for Rural Development](#), the [World Banana Forum](#) and the [UN Food Systems Summit](#), where the ILO joined forces with the

International Fund for Agricultural Development (IFAD) on a [Coalition of Action on Decent Work and Living Incomes and Wages for All Food System Workers](#).

- 105.** Requests for ILO assistance in relation to the promotion of **green and job-rich recoveries** increased, leading to results in 12 Member States, four more than planned. Global and region-specific assessments provided new insights on the employment, social and economic impacts of climate change in sectors such as transport, energy, agriculture and plant-based food production, forestry, construction, and manufacturing. New tools, methods and approaches enabled ILO constituents to analyse the social and economic impacts of climate change, environmental degradation and resilience at the national and subnational levels.
- 106.** Through ILO engagement, the objectives of decent work and just transition featured in several key international climate-related policy processes, including the UN Climate Change Conference (COP26) and the Katowice Committee of Experts on the Impacts of the Implementation of Response Measures (KCI). The ILO, in coordination with other UN entities, also enabled Member States to update their Nationally Determined Contributions on climate change with the inclusion of decent work and just transition goals, in line with the ILO's [Guidelines for a Just Transition towards environmentally sustainable economies and societies for all](#).

► **Box 16. Development and validation the national Green Jobs Strategy of Côte d'Ivoire**

From December 2019 to June 2021, the ILO worked with constituents in Côte d'Ivoire under the co-leadership of the Ministry of Employment and Social Protection and the Ministry of Environment and Sustainable Development in the formulation of a strategy to promote green jobs. A consultative tripartite Green Jobs Task Force was established, a comprehensive policy review and a sectoral analysis was performed and national priorities for green jobs promotion were identified. Through this approach, Côte d'Ivoire developed and validated a National Green Jobs Strategy with an implementation budget of US\$5 million.

- 107.** The ILO supported programmes to promote **peaceful, stable and resilient societies through decent work** in 15 Member States through policy and strategic advice, knowledge products and partnerships. These programmes significantly contributed to the creation of decent jobs for groups in vulnerable situations, including poor women and men, young people, refugees and internally displaced people. Employment-intensive investment programmes were implemented in eight countries across Africa, the Arab States and Asia and the Pacific, in most cases using the ILO's labour-based approach to infrastructure development. Through this approach, 1.2 million workdays were created in Jordan and Lebanon, benefitting 21,500 men and women, including Syrian refugees. Enterprise and cooperatives development programmes were implemented in seven countries, whereas skills development and employment services programmes were supported in five countries across different regions. International labour standards, especially the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), underpinned all these initiatives.
- 108.** In relation to **labour market programmes and employment services**, results were achieved in 21 Member States, below the target set for the biennium. The focus of ILO action was on return-to-work strategies, expanding access to job-search support and employability enhancement, including for young people. National public employment services were supported to improve service offered, including through online job matching systems, delivery mechanisms, information platforms and management. Policy and regulatory reforms strengthened active labour market policies and programmes. Research on transitions over the life-course, volunteer work and young people, and employment service delivery, provided guidance for ILO constituents to modernize their systems. Capacity-building tools and

guidelines were developed at global and regional levels, including in collaboration with the Youmatch Programme of the GiZ, the World Association of Public Employment Services, the World Employment Confederation and the European Network of Public Employment Services.

Budget and expenditure

- 109.** Total expenditure in outcome 3 during 2020–21 was US\$225.1 million, 27 per cent from the ILO regular budget, 70 per cent from extrabudgetary development cooperation contributions and 3 per cent from the RBSA (table 4). These amounts exceed the strategic budget for the biennium by 15 per cent, especially because of the mobilization of voluntary contributions and RBSA to support the formulation and implementation of national employment policies and to develop employment-intensive investment programmes in countries facing situations of fragility. RBSA, in particular, contributed to ten results in nine Member States.

► **Table 4. Strategic budget and expenditure corresponding to outcome 3**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	69.5	60.8
Extrabudgetary development cooperation	127.0	157.3
Regular Budget Supplementary Account	Not defined	7.0
Total	196.5	225.1

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

► Highlights

- 30 countries conducted market system analyses as a basis to introduce strategic developments that would ensure business sustainability and employment in key economic sectors.
- The Partnership for Action on the Green Economy, an inter-agency initiative to support inclusive green transitions and recovery, was expanded and now reaches 20 countries.
- The ILO Help Desk for Business on International Labour Standards, which developed a specific section on COVID-19, had an increase of 70 per cent of website visitors with over 36,000 visits per month.
- The Sustaining Competitive and Responsible Enterprises (SCORE) programme helped 350 companies in Indonesia to address gender inequality in the workplace.

- 110.** During 2020–21, the ILO’s strategy for the promotion of sustainable enterprises and entrepreneurship evolved to meet the challenges generated by the pandemic and to offer holistic answers through an integrated and gender-sensitive approach focusing on resilience and productivity. There was a strong emphasis on environmental sustainability, including through the [Climate Action for Jobs Initiative](#) and the [Partnership for Action on the Green Economy \(PAGE\)](#). The ILO’s approach was framed by an ecosystem model to [decent work and productivity](#) enhancements, applicable also to the informal economy, and based on market system analyses to identify underlying systemic constraints to enterprise growth and decent work promotion. The ILO also received increasing requests for support on the development of the social and solidarity economy, which led to the development of specific strategies in

countries such as South Africa, Tunisia and Turkey. The 2022 International Labour Conference will provide further guidance for action in this area.

► **Box 17. Innovation and development of green SMEs in Zimbabwe**

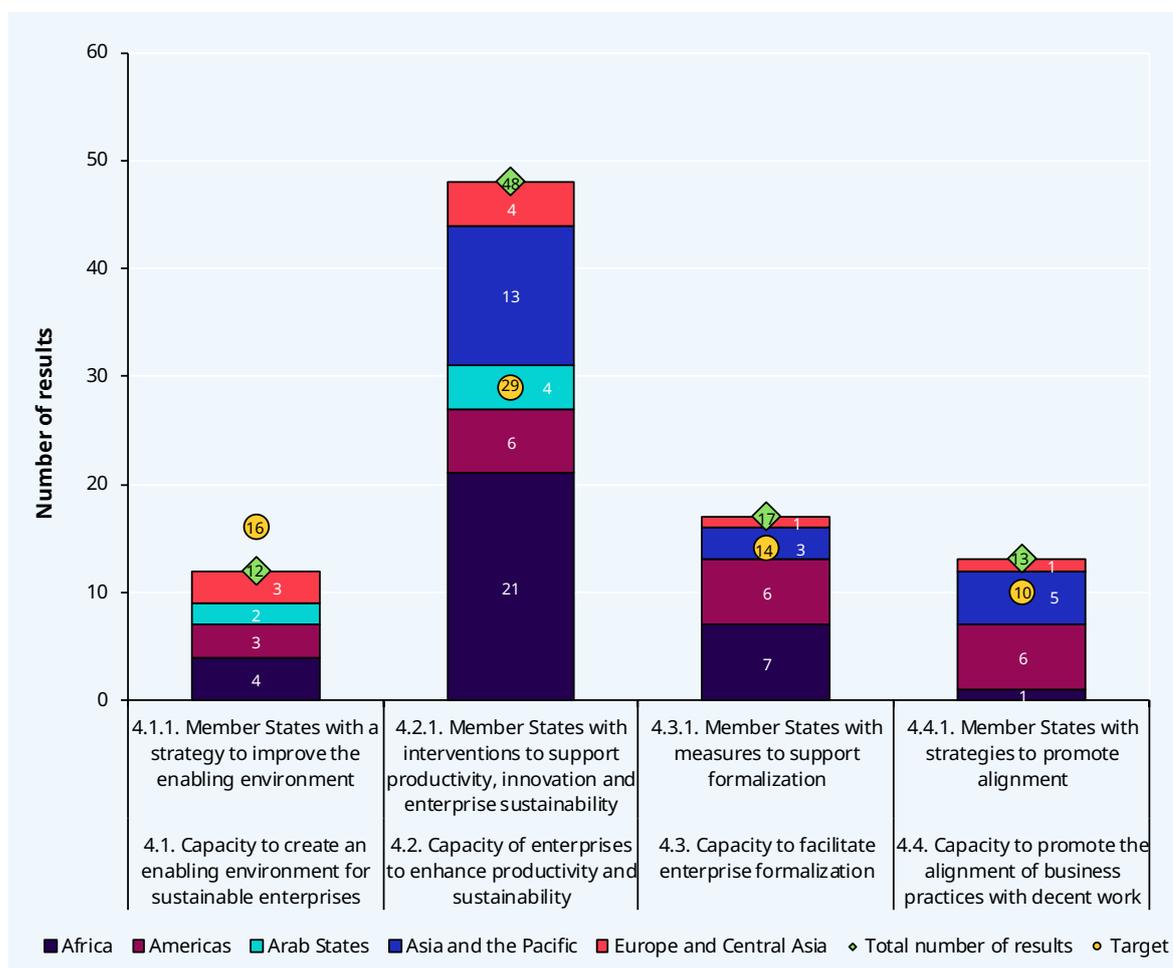
The ILO pursued an integrated approach to contribute to the growth of small and medium-sized enterprises in the green economy of Zimbabwe. Cooperation with national authorities led to the introduction of environmental sustainability and green jobs in technical and vocational education curricula. This was accompanied by an enterprise innovation challenge (“The Green EnterPRIZE”) to support young entrepreneurs in transitioning to greener products and services, and more sustainable ways of working. The ILO also implemented the SCORE programme in the country to support enterprise and productivity growth, with a focus on OSH and COVID-19.

- 111.** The ILO enhanced its work to promote digitalization as a means to foster enterprise sustainability. The 2021 report, *Small Goes Digital: How digitalization can bring about productive growth for micro and small enterprises*, was a combined initiative between the ILO, the International Organization of Employers and the Konrad Adenauer Foundation. It is a comprehensive review of evidence on the state of digitalization of micro and small enterprises around the world and meant to serve as a basis for policy development. The creation of a [Global Centre on Digital Wages for Decent Work](#) is aimed at accelerating the digitalization of wage payments. The ILO also digitalized its own tools and products, allowing for a far greater and deeper reach to constituents in spite of restrictions to meet and travel. This includes, for example, the Sustainable and Resilient Enterprises (SURE) training programme, launched in October 2021.

Performance in relation to the 2020–21 targets and commitments

- 112.** During the biennium, the ILO focused its support to Member States in the delivery of four outputs. Overall, the 90 results achieved exceeded the target set in the programme and budget by 30 per cent. Results were above the target in three of the four output indicators (figure 20). About 37 per cent of the results were achieved in Africa, especially in relation to enterprise productivity and the transition of economic units to the formal economy. There were also a significant number of results in Asia and the Pacific and in the Americas, especially on productivity and the alignment of business practices with a human-centred approach to the future of work. In the Arab States and in Europe and Central Asia, most results were achieved in the area of productivity.

► **Figure 20. Results achieved under Outcome 4, by output indicator and region**



113. While the number of results in relation to the creation of an **enabling environment for sustainable enterprises and entrepreneurship** was below target because of delays in planned reforms in some countries due to COVID-19, the ILO implemented a wide variety of interventions that contributed to significant changes in different areas, including the social and solidarity economy and the promotion of women’s entrepreneurship. The ILO supported tripartite social dialogue processes for the development of comprehensive road maps to improve the enabling environment that led to policy development commitments and actions in countries such as North Macedonia and Suriname.

► **Box 18. Development of an enabling environment for sustainable enterprises in Suriname**

The ILO developed a standard survey that was used to produce an [assessment of the enabling environment for sustainable enterprises in Suriname with a focus on productivity drivers](#). Published in 2020, the tripartite Monitoring Committee of the Suriname Decent Work Country Programme (DWCP) validated its findings and agreed on priorities to inform the development of national action plans to enable enterprise development and improve productivity. The discussion led to the production of [three action plans](#), adopted on 15 June 2021 by representatives from the Ministry of Labour, Employment Opportunity and Youth Affairs, the Suriname Trade and Industry Association, and the Council of Trade Unions in Suriname. These plans propose reforms to unlock entrepreneurial potential, support productivity enhancements and boost investments that can generate economic growth, create better jobs and reduce poverty.

- 114.** The very high number of results in relation to capacities to enhance **enterprise productivity and sustainability** is a consequence of the improvement in the conceptualization and digitalization of long-standing ILO programmes such as Sustaining Competitive and Responsible Enterprises (**SCORE**), Start and Improve your Business (**SIYB**), that reached close to 24 million beneficiaries, and the **Social Finance Programme**, with a stronger focus on green jobs and leaving no one behind. SCORE, for example, put special emphasis on women's empowerment and gender equality, with significant results achieved in countries such as Colombia, Indonesia, Turkey and Viet Nam. The Social Finance Programme developed an intervention model to promote the financial inclusion of refugees and members of host communities in six countries. In Peru, 10,000 micro and small enterprises received support on digital marketing, finance and OSH through the network **Emprende Andino** supported by the ILO. Building on strong demand in value chain and market systems development, the conceptual framework for productivity ecosystems put together in 2020 facilitated the formulation of a specific programme in this area funded by the governments of Switzerland and Norway, to be piloted in South Africa, Ghana and Viet Nam from 2022 onwards.
- 115.** The ILO contributed to significant changes in the **formalization of informal economic units** in 17 Member States, exceeding the target set for the biennium. The impact of the COVID-19 crisis on businesses generated an increase in the demand for ILO assistance in this area, which led to an important number of rapid assessment and diagnostic studies, followed by virtual and blended capacity development programmes targeting both individual entrepreneurs and businesses with employees. The ILO also implemented cooperation projects, including the piloting of local interventions focusing on the formalization of women-led informal businesses in markets, through a multi-pronged strategy including awareness raising, capacity building and improved access to business development services and credit.
- 116.** The ILO continued its efforts to strengthen the capacity of Member States and enterprises to promote the **alignment of business practices with decent work**, including through massive open online courses (MOOCs). Results were achieved especially in Asia and the Pacific and the Americas, where four countries adopted national action plans on business and human rights. After tripartite consultations, six Member States appointed national focal points for the promotion of the *Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy* (MNE Declaration). A joint effort of the ILO, UN Women and the European Union generated **knowledge resources on COVID-19** as part of its promotion of the economic empowerment of women at work through responsible business conduct in G7 countries.

► **Box 19. The role of enterprises in achieving SDG 8**

The first MOOC "Business and Decent Work: How enterprises contribute to achieve decent work for all (SDG 8)", was carried out by the ILO in September and October 2021 in collaboration with the Turin Centre. It reached 1,274 participants from 114 countries and was organized in partnership with the Organization for Economic Cooperation and Development (OECD), the United Nations Development Programme (UNDP), the United Nations Conference on Trade and Development (UNCTAD), the Food and Agriculture Organization of the United Nations (FAO), the Global Compact, the Office of the United Nations High Commissioner for Human Rights, the IOE and the ITUC. The MOOC increased understanding on how enterprises can contribute to the decent work components of the 2030 Agenda and clarified the role of the MNE Declaration as a framework for dialogue and action.

Budget and expenditure

117. Total expenditure in outcome 4 during 2020–21 was US\$115.6 million, 38 per cent from the ILO regular budget, 58 per cent from extrabudgetary development cooperation contributions and four per cent from the RBSA (table 5). Most of the extrabudgetary contributions (85 per cent) were dedicated to strengthening the capacity of enterprises to enhance productivity and sustainability, especially through SCORE. RBSA resources were dedicated especially to fostering an enabling environment for sustainable enterprises and formalization of economic units, contributing to 18 results in 16 Member States.

► **Table 5. Strategic budget and expenditure corresponding to outcome 4**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	48.8	44.1
Extrabudgetary development cooperation	56.0	67.3
Regular Budget Supplementary Account	Not defined	4.2
Total	104.8	115.6

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

► Highlights

- 41,951 persons, of which 17,050 are women, participated in ILO-promoted skills development activities, while an estimated 700,000 benefited indirectly from ILO’s work to improve skills and employability programmes in more than 50 Member States.
- More than 400 teachers and trainers from Africa, the Americas and Asia and the Pacific improved their capacities on digital transition of training programmes through an [E-Learning Lab on Digital TVET](#) implemented in partnership with the Turin Centre.
- 9 Member States adopted and implemented gender-responsive policy frameworks for the recognition of prior learning, addressing the needs of groups in vulnerable situations such as returning migrants, refugees, domestic workers, young people and workers in the informal economy.
- 14 Member States carried out rapid assessment of reskilling and upskilling needs due to COVID-19.
- The 2021 International Labour Conference provided guidance for the ILO to strengthen its strategic approach to skills and lifelong learning in a changing world of work impacted by the pandemic.

118. Requests for ILO services on skills and lifelong learning increased from 28 countries in 2018–19 to 54 in 2020–21. The ILO supported the constituents in their responses to the immediate impact of the COVID-19 crisis on skills systems, as well as in their efforts to make them future-ready and resilient in the long term. Emphasis was placed on the urgent reskilling and upskilling of workers in hard-hit sectors; the design and delivery of online and distance programmes due to the closure of schools, training institutions and workplaces; and the development of skills recognition systems, especially for returning migrants.

119. To meet this heightened demand, the ILO mobilized resources and collaborated with multilateral organizations to develop and implement new tools and programmes specifically targeted on COVID-19 impact. Immediately after the COVID-19 outbreak, the ILO conducted three global surveys to take stock of its impact on skills and lifelong learning systems, developed [knowledge](#)

products and delivered capacity building programmes for teachers and trainers in partnership with the Turin Centre. These programmes strengthened national efforts to introduce and expand distance and online learning, including in apprenticeships and work-based learning programmes, aimed at ensuring the [inclusive access to skills development for all](#).

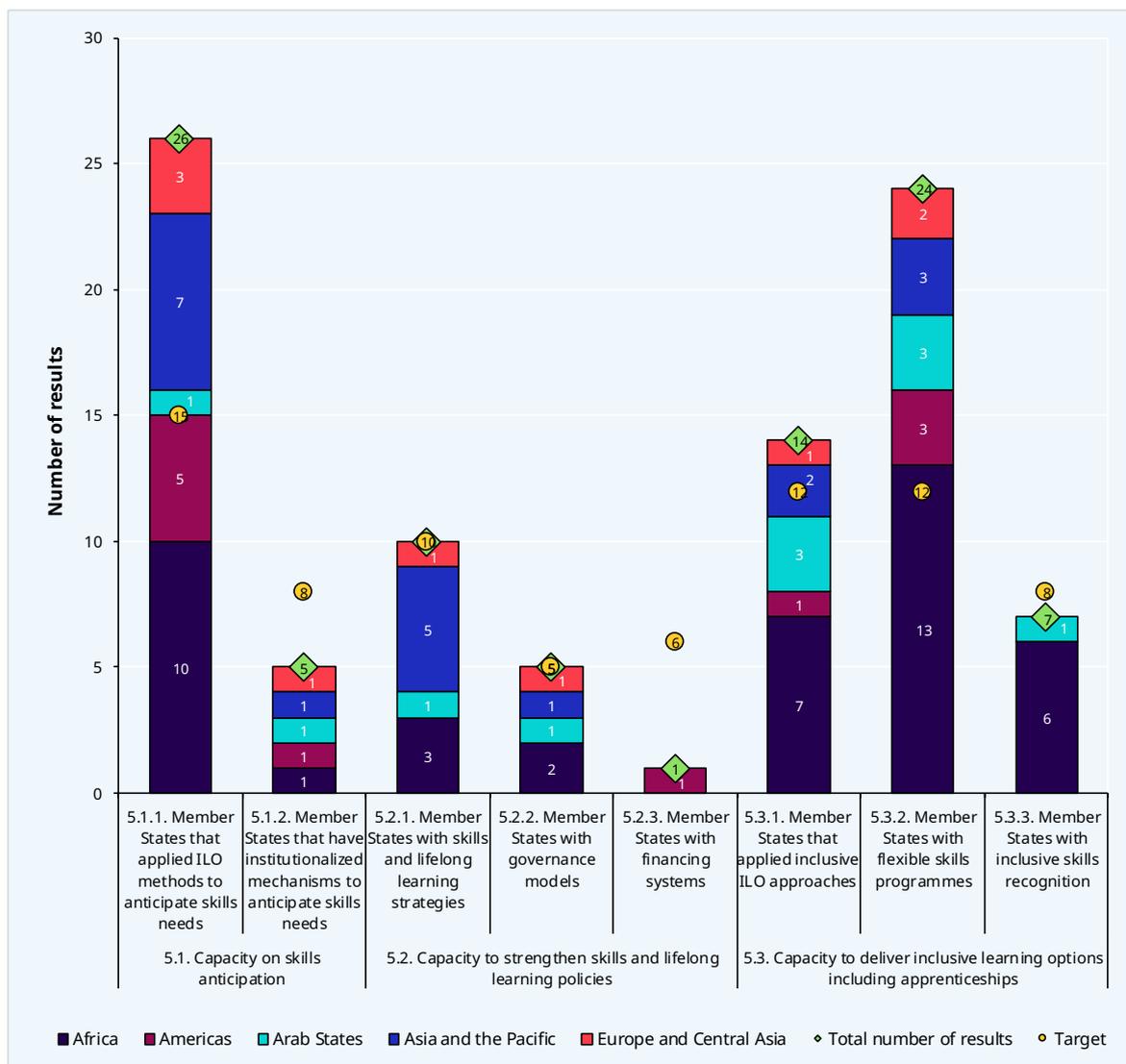
► **Box 20. Digital skills and digitalization of skills systems in Cambodia, Indonesia, the Philippines and Ukraine**

The pandemic accelerated digital transitions and connected people in ways unseen before. In Cambodia, the ILO supported a capacity-building programme to help constituents and technical and vocational education and training (TVET) institutions to design, implement and monitor digital transformation. In Indonesia, the ILO engaged with the private sector to modernize TVET to meet industry demands by promoting digital skills and e-learning. In the Philippines, the ILO and the Technical Education and Skills Development Authority developed a curriculum for Science, Technology, Engineering and Mathematics (STEM) skills, as well as for core skills, and provided scholarships to women, reaching more than 1,600 trainees. The ILO project, [E-TVET in Ukraine: Training continuity and modernization during COVID-19 and beyond](#), helped to develop quality e-Learning solutions for TVET institutes in the hospitality, mechanical and electrical and garment sectors. A national E-Learning Platform for TVET was developed, benefiting 708 TVET schools, 35,000 TVET teachers and trainers and 139,800 TVET students.

Performance in relation to the 2020–21 targets and commitments

- 120.** During the biennium, the ILO focused on strengthening Member States' capacities on skills anticipation, skills and lifelong learning policies and the development of inclusive learning options. Overall, the ILO contributed to the achievement of 92 results in these areas, 21 per cent above the target. The target was achieved or exceeded in five of the eight output indicators (figure 21). Results in relation to financing of skills systems and institutionalization of skills anticipation programmes were below target, demonstrating that policy-making processes in these areas require more time, effort and sustained ILO assistance than anticipated.

► **Figure 21. Results achieved under Outcome 5, by output indicator and region**



121. Most of the results were achieved in Africa, followed by Asia and the Pacific. Results in the Americas and in Europe and Central Asia concentrated on the application of ILO approaches to measure skills needs and on the development of inclusive skills programmes. The latter was also an area of focus in the Arab States, together with work-based learning.

122. Support to apply **ILO approaches to measure skills mismatches and anticipate future skill needs** was delivered in more countries than planned. This led to the determination of reskilling and upskilling needs in strategically important economic sectors using ILO tools such as Skills for Trade and Economic Diversification (STED), rapid assessments, skills technology foresight and big data analytics. The ILO and the ILO Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR) promoted global and regional peer learning and knowledge sharing and engaged in a partnership with LinkedIn on using data derived from their platform to identify skills trends across occupations and job categories, with a focus on green jobs. A partnership between the ILO, ILO-CINTERFOR and Brazil’s National Industrial Training Service (SENAI) strengthened constituents’ capacities to apply best practice and big data for skills anticipation in 12 countries of the Americas. A new tool on greening TVET and skills development was piloted in six countries and will be scaled up in 2022.

► **Box 21. Rapid assessment of reskilling and upskilling needs in response to the COVID-19 crisis**

During 2020 and 2021, the ILO supported national task forces for the implementation of the [Guidelines on Rapid Assessments of reskilling and upskilling needs in response to the COVID-19 crisis](#) in 14 countries. The application of this tool informed active labour market programmes and lifelong learning strategies in sectors with strong job prospects, and assisted ministries of labour, public employment services, social partners and other stakeholders in informing their decisions on areas that required retraining. In nine African countries, the assessment was linked to the Skills Initiative for Africa (SIFA), a broader intervention of the African Union Commission supported by the Government of Germany.

- 123.** The ILO contributed to the development of **national skills and lifelong learning policies and strategies** in ten Member States and supported the establishment and operation of tripartite skills bodies in five countries, strengthening the participation of employers' and workers' organizations. The establishment of the National Qualification Framework in Bangladesh enabled the implementation of competency-based learning programmes that benefited 2,249 young women and men, leading to the certification of 2,144 industry workers. In response to the COVID-19 crisis, the ILO's work on the digitalization of education and training, in partnership with the Turin Centre, supported upskilling of trainers from Africa, the Americas and Asia. ILO-CINTERFOR expanded its digital services and assisted TVET institutions to transition to the digital world. The ILO delivered policy briefs, resource guides and research reports covering governance and coordination; established tripartite skills bodies; enhanced the role of employers' and workers' organizations in skills development systems; and expanded options in financing and incentives.

► **Box 22. ILO-UNESCO partnership in support of a resilient skills development system in the Democratic Republic of Congo**

When the COVID-19 pandemic disrupted the education and training systems around the world to a partial or full closure, there was an urgent need to develop more resilient national skills development systems. In the Democratic Republic of the Congo, as the result of efforts by the ILO and UNESCO, the Government established by decree a tripartite national council to supervise the formulation of a new strategy and action plan. The national parliament agreed to establish a new committee to serve as the monitoring body and ensure proper budget allocation for actions related to employment and skills development. Given the COVID-19 restrictions, an online portal and digital assessment tools were developed in partnership with the Turin Centre. As a result, a wider group of constituents were able to provide inputs for the development of the new policy and action plan. This process gained the support of other major development partners in the country that have now pledged funds to support its implementation.

- 124.** The [Skills Innovation Facility](#) was expanded during the biennium. Following the successful implementation of the first ILO Skills Challenge Innovation Call, the ILO developed similar initiatives at national level and regionally.¹³ The ILO hosted innovation labs to develop prototype solutions to skills challenges. This created a very active skills innovation network.
- 125.** The ILO provided technical support to establish and strengthen **innovative, flexible and inclusive learning options**, encompassing work-based learning and quality apprenticeships. Cambodia adopted a national policy on quality apprenticeships, and in China, the ILO's quality

¹³ More information on the Skills Innovation Challenge is provided in the section corresponding to Enabling Outcome C.

apprenticeships model and tools were implemented in 76 enterprises, training providers and local authorities. In the Republic of Tanzania, a comprehensive apprenticeship policy and a national quality assessment framework covering also the informal economy allowed the certification of 10,148 men and women in 2020, while another 14,440 received training in 2021. At the global level, the ILO produced a guide for practitioners on quality apprenticeships, an evaluation tool for apprenticeship policies and a global framework on core skills for life and work in the 21st Century. In preparation of the standard-setting discussion on apprenticeships at the 2022 International Labour Conference, the ILO published a collection of conceptual discussion papers containing replies from constituents and proposed conclusions.

- 126.** The ILO's work on [skills for social inclusion](#) led to the integration of groups disadvantaged in the labour markets as specific targets of skills strategies and programmes. Vocational training agencies in Central America adopted a plan of action to mainstream gender equality in vocational training. A component of the skills development strategy of Viet Nam focuses on disadvantaged groups, and the ILO produced several global guidance documents on social inclusion and gender equality in skills and lifelong learning systems. In collaboration with the International Organization for Migration (IOM), UNESCO, the ITUC and the IOE, the ILO continued working on the pilot implementation of mutual skills recognition with countries of the Association of Southeast Asian Nations (ASEAN) and in several African countries under the [Global Skills Partnership on Migration](#). Migrant workers and refugees were included in Kenya's recognition of prior learning policy, and the first scheme to recognize prior learning implemented in Jordan led to the certification of more than 10,000 Syrian refugees and Jordanians.

Budget and expenditure

- 127.** Total expenditure in outcome 5 during 2020–21 was US\$116.8 million, 33 per cent from the ILO regular budget, 66 per cent from extrabudgetary development cooperation contributions and 1 per cent from the RBSA (table 6). This amount exceeds the budget for the biennium by 35 per cent, especially because of the mobilization of voluntary contributions for the identification and anticipation of skills needs and for the development of inclusive learning options leveraging digitalization and technological progress. RBSA dedicated to this outcome contributed to five results in five Member States.

► **Table 6. Strategic budget and expenditure corresponding to outcome 5**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	41.7	38.0
Extrabudgetary development cooperation	45.0	76.7
Regular Budget Supplementary Account	Not defined	2.1
Total	86.7	116.8

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

► Highlights

- 16 countries across all regions have assessed national laws and policies vis-à-vis the standards set out in Convention No. 190 and Recommendation No. 206, and 22 countries have initiated or completed measures for implementation.
- 14 new countries joined the Equal Pay International Coalition (EPIC), bringing the total number of members to 59.
- Constituents in 24 countries have implemented HIV prevention strategies and programmes with ILO support, with 14 of them integrating COVID-19 responses.

- 128.** In spite of pandemic-related constraints and shifts in priorities, momentum at global and country levels increased and tripartite consensus deepened on the immediate need of ending violence and harassment, closing gender pay gaps, addressing care work from a gender perspective and in a holistic manner, and advancing diversity and inclusion in the world of work.
- 129.** With ILO support, and drawing on relevant international labour standards and social dialogue, constituents have achieved significant results in advancing gender equality and equality of opportunity and treatment in the world of work, albeit in fewer countries than expected. The ILO assumed leadership in global fora, partnerships, networks or issue coalitions on equal pay, care, violence and harassment, persons with disabilities and indigenous peoples. The ILO's active engagement with the UN system was critical for the UN Chief Executive Board for Coordination's adoption of a first ever Call to Action on building an inclusive and sustainable resilient future with indigenous peoples, featuring and aligned with the Indigenous and Tribal Peoples Convention, 1989 (No. 169).

► Box 23. Progress in gender equality in the Plurinational State of Bolivia, Egypt, Indonesia, Ukraine and Zimbabwe

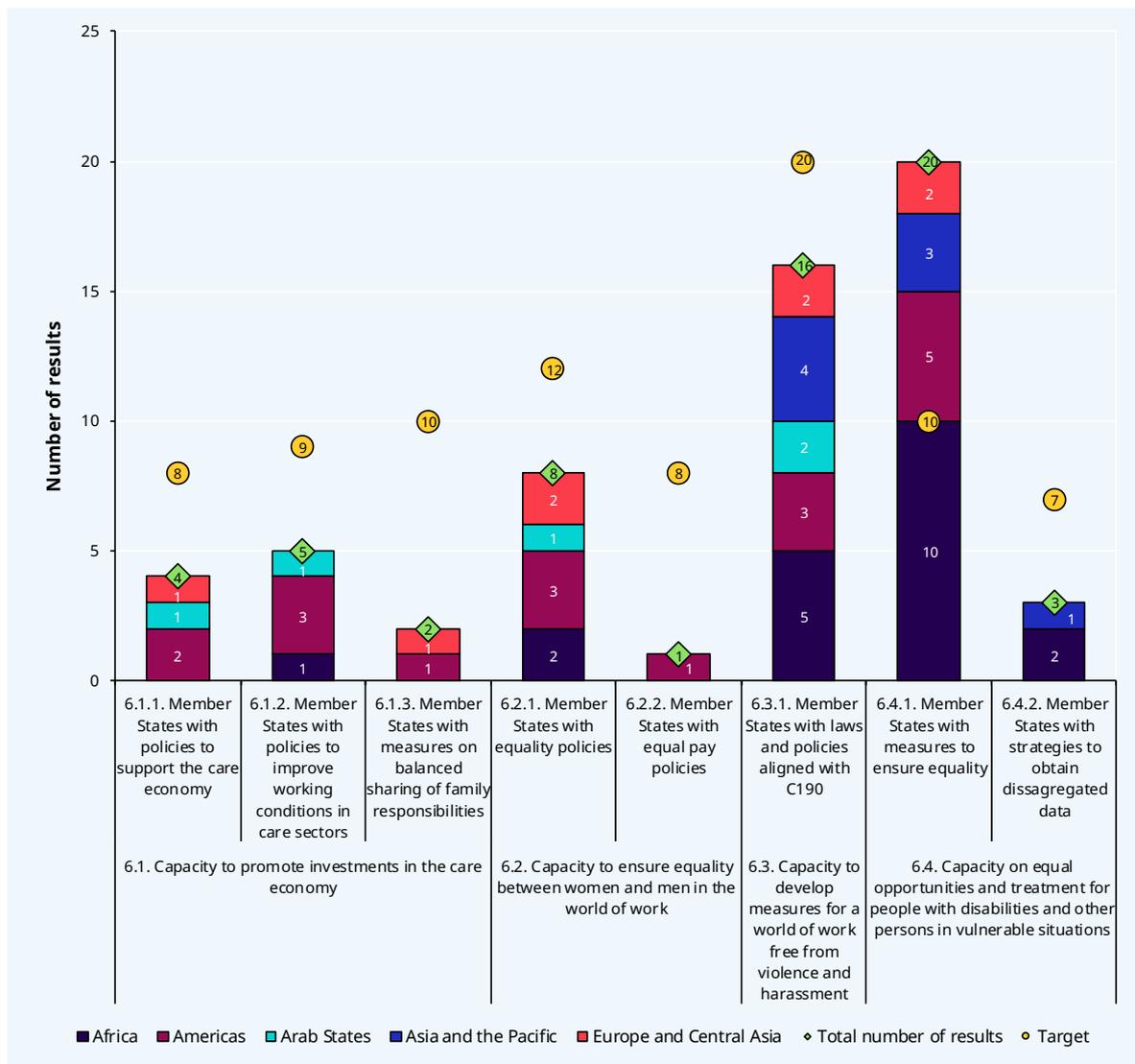
The Plurinational State of Bolivia issued a new decree on equal remuneration for women and men for work of equal value. In Egypt, restrictions for women to work in certain occupations and sectors and in night work were lifted. In Indonesia, a union federation in the palm oil sector concluded a collective bargaining agreement that includes clauses on prevention of violence and harassment against women at work. Ukraine, a new member of EPIC, adopted a National Strategy on Reducing the Gender Pay Gap, including improvements to the national legislative framework, introduction of a gender-neutral job evaluation, and the improvement of statistical data collection and processing. Through the EU Spotlight Initiative and in consultation of workers and employers' organizations, the Zimbabwe Gender Commission issued in April 2021 a National Strategy for the Elimination of Sexual Harassment and Gender-Based Violence in the Workplace in Zimbabwe, and the Public Service Commission developed a Policy on Sexual Harassment.

Performance in relation to the 2020–21 targets and commitments

- 130.** During the biennium, the ILO focused its support on four outputs related to the Member States' capacity to promote investments in the care economy, equality between women and men in the world of work, measures against violence and harassment, and equal opportunities and treatment for all. Overall, the ILO contributed to the achievement of 59 results, 25 short of the overall target. Two-thirds of the results concentrate in two outputs: violence and harassment at work and equality for groups facing discrimination in the labour market (figure 22). The

limited number of countries that have made progress in the care economy and gender equality reflects the challenge of advancing complex policy issues with implications for public budgets in times of crisis. Additionally, it emphasizes the importance of continued investment in building knowledge, awareness and capacity, and continued mobilization of resources towards these goals, including from finance partners. Most of the results were achieved in Africa, followed by the Americas. Results in Asia and the Pacific and Europe and Central Asia were predominantly on violence and harassment.

► **Figure 22. Results achieved under Outcome 6, by output indicator and region**



131. The COVID-19 pandemic and its repercussions on labour markets dramatically underscored the importance to promote **investments in the care economy**, but only four Member States achieved results during the biennium with ILO support. In Argentina, for example, the Government established an inter-ministerial task force that implemented 100 measures to recognize unpaid care and improve working conditions of care workers. Sustained ILO action in this area is required to position the Organization as a trusted partner for governments, social partners, international organizations and donor partners. This requires further efforts to develop knowledge, tools and methodologies based on the global deliverables produced in 2020–21, which include a report on workers with family responsibilities, a methodology to

measure unpaid work, and a range of products developed in partnership with UN Women, the OECD and the WHO. The 2021 Gender Academy was successfully implemented online in partnership with the Turin Centre, featuring a dedicated module on the care economy.

- 132.** In relation to the Member States' capacity to ensure **equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value**, important progress was made towards increased availability of data to measure and effectively address gender inequalities in the labour market. ILOSTAT now includes almost 80 labour market indicators allowing for the monitoring of gender-based gaps in decent work. A rapid assessment of the COVID-19 impact on gender gaps in selected countries and a guide on measuring gender wage gaps were made available. EPIC increased the frequency of knowledge sharing events and launched new tools, including a [global database of legislation on equal remuneration for work of equal value](#). With ILO support, employers' and workers' organizations in several countries strengthened their capacity to promote gender equality within their institutions, to deliver information, tools and training to their members and participate in national policy debates and social dialogue on gender equality. While a few countries approved new laws and policies on gender equality, much more needs to be done, especially to effectively realize the right to equal pay.
- 133.** Support provided to constituents was essential for capitalizing on the momentum and interest in Convention No. 190 and Recommendation No. 206 on **violence and harassment**, achieving progress towards ratification and implementation, including through national policies, workplace policies or provisions in collective agreements. ILO tools and guidance – including an [ILO Guide](#) on these instruments – have been made available, along with dedicated training programmes in collaboration with the Turin Centre. A communication campaign tailored to global, regional and country-level audiences was successfully launched. While in some countries progress was delayed by COVID-19 related constraints or political instability, social dialogue and tripartite cooperation played a central role in achieving the target set for the biennium.

► **Box 24. Free the world of work from violence and harassment**

The ILO's global campaign "[Free the world of work from violence and harassment](#)" was launched on occasion of the entry into force of Convention No. 190 on 25 June 2021. Conceived with the contributions of the constituents, the campaign aims to raise awareness on the urgency of tackling violence and harassment in the world of work and calls for the ratification and effective implementation of the Convention.

- 134.** The high number of results in relation to measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations was influenced by progress made in the framework of, and funded by, UNAIDS. The ILO's experience in addressing HIV-related issues and stigma in the workplace was leveraged to support constituents in relation to COVID-19. A [report on promoting the inclusion of persons with disabilities in the digital economy](#) was a timely and innovative contribution during the pandemic. The [Global Business and Disability Network](#) supported the creation and strengthening of country chapters, enabling employers' organizations to expand support and services for their members on disability inclusion. Dissemination of a major [report on Convention No. 169](#) with new global estimates contributed to capacity building and advocacy efforts, but national institutions and mechanisms for the Convention's implementation remain often absent or fragile.

135. A range of ILO interventions and products are applying integrated and intersectional approaches to equality, diversity and inclusion. This includes a [global survey on HIV stigma and discrimination](#) conducted with Gallup; a [study on barriers for indigenous women's participation](#) prepared with Sweden's agency for development cooperation (SIDA); and a worldwide company survey on diversity and inclusion.

► **Box 25. Progress in equal opportunities in China, Guatemala and Nigeria**

In China, as a result of joint efforts by the China Business and Disability Network and the China Disabled Persons' Federation, the 14th National Five-Year Plan for 2021–2025 and the National Human Rights Work Plan for 2021–2025 envisage the creation and promotion of a national job coach system for persons with disabilities.

In Guatemala, the Government adopted a national policy on indigenous peoples, which provides for the establishment of a Vice-Ministry of Intercultural Affairs. The Indigenous Entrepreneurs' Network developed a formalization support programme and online shop, which allowed continuation of sales during the COVID-19 crisis. The ILO supported this effort through RBSA.

In Nigeria, a voluntary HIV testing-at-work programme benefited 6,680 women and 7,076 men, including people with disabilities and persons working in the informal sector. A behavioural change communication tool for workplace prevention and control of COVID-19 was developed and rolled out.

Budget and expenditure

136. Total expenditure in outcome 6 during 2020–21 was US\$57.2 million, 70 per cent from the ILO regular budget, 29 per cent from extrabudgetary development cooperation contributions and 1 per cent from the RBSA (table 7). The limited mobilization and expenditure of voluntary contributions for this outcome during the biennium partly explains the number of results achieved, and call for strengthening alliances with development partners. While resources from the RBSA for this outcome were also limited, these funds contributed to the achievement of six results in four Member States.

► **Table 7. Strategic budget and expenditure corresponding to outcome 6**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	40.7	40.1
Extrabudgetary development cooperation	35.0	16.6
Regular Budget Supplementary Account	Not defined	0.5
Total	75.7	57.2

Outcome 7: Adequate and effective protection at work for all

► Highlights

- The universal ratification of Convention No. 182 provides 79 million children in hazardous child labour with a legal framework for protection.
- OSH policies and programmes addressing specific occupational hazards have been adopted or operationalized in 32 Member States, including in the 15 countries covered by the Safety + Health for All flagship programme that benefits about 138 million workers.
- 16 Member States took measures to set or improve minimum wages. Three of them – Egypt, Maldives and Qatar – adopted minimum wage systems for the first time.
- ILO provided support to address the urgent needs of workers in the informal sector and develop longer-term solutions in 25 Member States, benefiting 7.1 million people in Côte d'Ivoire, 6.7 million in Burkina Faso and 3.6 million in Senegal.
- More than 400,000 migrant workers affected by COVID-19 across ASEAN countries benefited from emergency services, including food, personal protection equipment and legal assistance.

- 137.** To ensure adequate and effective protection at work for all, the ILO re-prioritized planned activities and resources to address the most pressing requests from constituents. The ILO targeted COVID-19 responses in high-risk sectors and the most vulnerable workers, while managing the opportunities and risks of fast-growing new work arrangements.
- 138.** Issues in relation to OSH have risen to the top of the agenda of many countries that sought guidance on how to facilitate a safe return to work, notably in high-risk sectors such as manufacturing, construction and agriculture. The protection of workers' income during the pandemic and for a human-centred recovery also became of paramount importance, increasing requests for assistance on minimum wage setting. Government-mandated lockdowns fast-tracked the use of teleworking arrangements and triggered a wave of legal and policy reforms. Many countries developed relief measures for workers in vulnerable situations, including those in the informal economy, domestic workers, migrant workers and returning migrant workers.
- 139.** Only three Member States developed integrated approaches encompassing the four categories of fundamental principles and rights at work. Many renewed their commitment to fight child labour through legislation, policies and action plans, against a backdrop of increasing numbers of children at work, particularly in agriculture and in sub-Saharan Africa, and stagnation in other regions. Conversely, progress regarding the principles of freedom of association and the effective recognition of the right to collective bargaining and non-discrimination witnessed a slowdown.

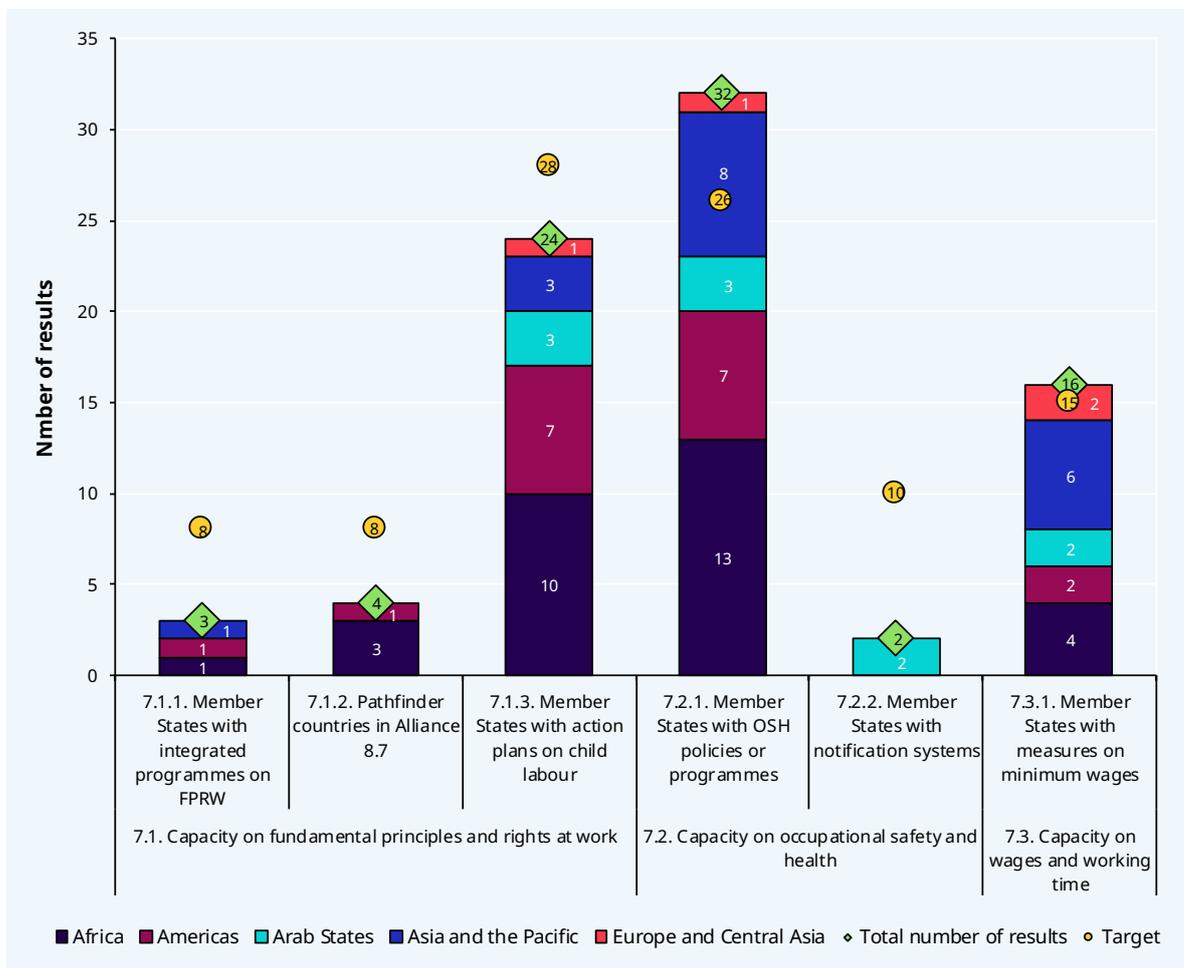
► Box 26. Multidimensional progress to ensure protection at work for all in Nepal

The implementation of the Decent Work Country Programme for Nepal (2018–22) was instrumental in paving the way towards the realization of fundamental principles and rights at work and decent working conditions for all in the country. Significant achievements include the declaration of 60 municipalities free from child labour, and the implementation of a repatriation programme for migrant workers stranded due to COVID-19, facilitating the return and reintegration of more than 100,000 women and men. In addition, through a consultative process involving workers' and employers' organizations, the Government approved a national OSH policy and improved workplace monitoring in plantations. An assessment of the informal economy was carried out by a tripartite task force led by the Ministry of Employment, Labour and Social Security. Its findings included policy recommendations to support the transition to formality through coordinated action of the Government, the social partners and informal economy workers' organizations, and through the implementation of a labour law.

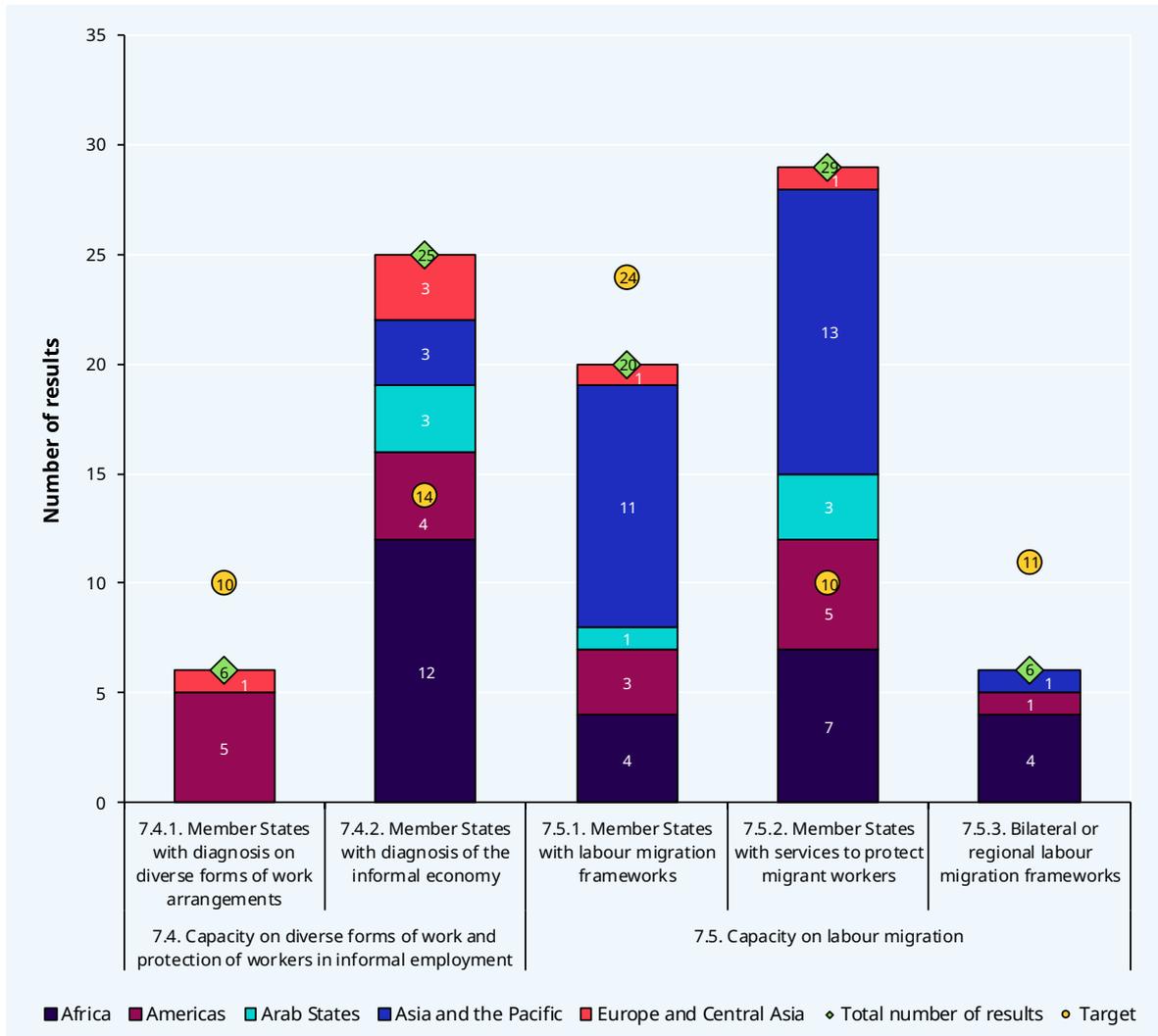
Performance in relation to the 2020–21 targets and commitments

140. During the biennium, the ILO delivered its support on five outputs focusing on fundamental principles and rights at work, OSH, wages and working time, protection of workers in diverse forms of work and in the informal economy and labour migration. Overall, the ILO contributed to the achievement of 167 results, 2 per cent above the target. The target was achieved or exceeded in four of the five outputs and in four of the 11 output indicators under this outcome (figures 23 and 24). Results were significantly below target in the development of integrated programmes covering the four categories of fundamental principles and rights at work and in the strengthening of OSH notification systems for reasons described in the following paragraphs.

► **Figure 23. Results achieved under Outcome 7 (outputs 7.1, 7.2 and 7.3), by output indicator and region**



► **Figure 24. Results achieved under Outcome 7 (outputs 7.4 and 7.5), by output indicator and region**



141. More than one third of the results were achieved in Africa, especially in relation to OSH, child labour and assessments of informal employment. Most of the results in relation to labour migration were achieved in Asia and the Pacific. Results in relation to OSH were also prominent in the Arab States, the only region with results in relation to national OSH recording and notification systems. Almost all the assessments of workers in diverse forms of work arrangements, especially digital platforms, took place in the Americas.

142. In relation to the increased capacity to realize **fundamental principles and rights at work**, results have concentrated on strategies and action plans on child labour, following the momentum created by the International Year for the Elimination of Child Labour 2021 and the global estimates jointly produced with UNICEF. The ILO provided support to its constituents in this area notably through the IPEC+ flagship programme. As the Secretariat of Alliance 8.7, the ILO contributed to increasing the number of **Pathfinder countries** from 19 to 25 over the biennium. Around half of them have developed, with ILO’s assistance, a road map for action and established multi-stakeholder coordination mechanisms to achieve SDG target 8.7 (eradicating child labour, forced labour, modern slavery and human trafficking). A number of countries developed specific policy measures in relation to forced labour. Results in relation to integrated approaches to the four categories of fundamental principles and rights at work

were below target, for three main reasons: (a) national constituents, and ministries of labour in particular, tend to deal with the four categories of fundamental principles separately; (b) donors' priorities privilege child labour and forced labour over the other principles and rights; and (c) the ILO needs to increase its efforts to design country-specific interventions that articulate the principles that are relevant to the constituents.

► **Box 27. Global estimates 2020 on child labour**

The [Global Estimates on Child Labour](#), published jointly for the first time by the ILO and UNICEF in 2021, show a downward trend in child labour in percentage and absolute terms over the past four years in Asia and the Pacific and in Latin America and the Caribbean, while Africa has seen a continuous increase since 2012. Overall, the percentage of children in child labour remains unchanged since 2016, while the absolute number increased by 8 million at the beginning of 2020, resulting in 63 million girls and 97 million boys in child labour globally. These findings make a strong and compelling case for putting the spotlight on the need to counter this worsening trend, especially considering the likely negative effects of the COVID-19 pandemic in 2021. The global estimates were used to produce regional data and targeted policy recommendations in preparation for the fifth global conference on the sustained eradication of child and forced labour planned for 2022 in South Africa.

- 143.** The growth in demands from Member States for ILO technical assistance to address the immediate impact of COVID-19 on **safety and health** led to the achievement of country results above target in this area. The priority was placed on OSH programmes targeting specific sectors rather than on OSH notification systems, even if reliable and up-to-date information is essential to monitor trends and policy impact, and to report against SDG indicator 8.8.1. The ILO started preparing guidance tools to assist constituents in improving their national OSH data collection systems in the recovery from the pandemic. The ILO and WHO released, for the first time, [joint global estimates on work-related burden of disease and injury](#) using a single unified methodology.
- 144.** Through social dialogue and cooperation at national, sectoral and enterprise levels, the ILO contributed to the development of tailored OSH protocols and guidelines to prevent or address occupational hazards, including ergonomic and psychosocial risks, for those teleworking or working in their employers' homes (domestic workers). The annual World OSH Day Campaign (2020, 2021) and the organization of the [XXII OSH World Congress](#), in collaboration with ISSA and Government of Canada (September 2021), were instrumental in the ILO's advocacy efforts in this area. Technical inputs continued to be provided to the ongoing discussion on the possible inclusion of safe and healthy working conditions in the ILO's framework of fundamental principles and rights at work, as well as to apply the Standard Review Mechanism on biological and ergonomics hazards.
- 145.** Results in relation to the increased capacity of Member States to **set adequate wages and promote decent working time** reached the target, confirming the importance that constituents attach to minimum wages in protecting workers' incomes during the pandemic and in the recovery phase. A number of countries adopted a minimum wage system and others strengthened legal measures or developed a more robust evidence base for minimum wage fixing, benefiting millions of low-paid workers, many of whom are women. Furthermore, many countries introduced temporary wage subsidy schemes to mitigate labour income losses due to the pandemic. In addition, the ILO provided support on collective bargaining on wages and for specific measures to combat the adverse labour market effects of COVID-19. The [Global Wage Report 2020–21](#) and the [Practical Guide on Teleworking during the COVID-19 pandemic and beyond](#) included valuable insights and guidance in this regard.

► **Box 28. Establishment of a minimum wage in Qatar**

In August 2020, the ILO's technical assistance to the Ministry of Administrative Development, Labour and Social Affairs resulted in the adoption of Law No. 17 establishing a minimum wage of 1,000 Qatari riyals (QAR) applicable to all workers of all nationalities and in all sectors, including domestic workers. The law came into effect in March 2021 and is the first providing for a minimum wage with such a broad coverage in the Gulf region. In addition to the basic minimum wage, employers must ensure that workers are provided with decent accommodation and food or, alternatively, pay allowances of QAR800 to cover these needs. This new law will contribute to increasing the wages and improving the lives of about 400,000 workers, representing one-fifth of the employed population in the country.

- 146.** The COVID-19 pandemic hit certain categories of workers disproportionately and laid bare their extreme vulnerability. This generated an important demand for assistance in relation to capacity to provide **adequate protection to workers in diverse forms of work arrangements and in the informal economy**. The ILO supported a large number of rapid assessments on the impact of the pandemic of the informal economy and on domestic work that have been used to devise policy measures in several countries. Assistance to domestic workers' organizations facilitated the timely delivery of services to those who had lost their jobs, mostly women in the informal economy. Two major publications, *Working from home: From invisibility to decent work* and *Making decent work a reality for domestic workers*, provided insights and guidance. The number of results related to the situation of workers in diverse forms of work arrangements, essentially digital platforms, did not reach the target because of the relative novelty of the subject matter, combined with the yet limited expertise within the ILO, especially in the regions, and the impossibility of fielding technical assistance missions to countries. The *World Employment and Social Outlook 2021: The role of digital labour platforms in transforming the world of work*, however, shed light on this relatively unexplored issue, and the follow up to the Tripartite Meeting of Experts on this topic planned for 2022 will inform future ILO action.
- 147.** The pandemic also generated additional demands for ILO assistance to **migrant workers**, which led to a much higher number of results as compared to the target. The swift repurposing of funding thanks to the flexibility of donors made it possible to respond rapidly to the sudden rise in requests for support. The *COVID-19 rapid labour migration impact assessments* helped obtain a better understanding of the specific constraints faced by stranded migrants or those returning to their home countries. The assessments informed national action accordingly and were accompanied by tools and guidance developed by the ILO on a wide range of relevant topics, including the promotion of decent work for refugees within fair migration frameworks. Migration restrictions during the pandemic, however, led to fewer requests for assistance on bilateral or regional frameworks and on fair recruitment campaigns, regulations and codes of conduct. Nonetheless, the ILO produced, together with the UN Network on Migration, the first *global guidance for Bilateral Labour Migration Agreements*, which has already informed action by the African Union and the IGAD.

Budget and expenditure

- 148.** Total expenditure in outcome 7 during 2020–21 was US\$280.6 million, 30 per cent from the ILO regular budget, 68 per cent from extrabudgetary development cooperation contributions and two per cent from the RBSA (table 8). There was an important mobilization of voluntary contributions especially for interventions on labour migration and the elimination of child and forced labour, and also an increase of extrabudgetary resources for OSH projects. The flagship programmes IPEC+ and Safety and Health for All were instrumental in this regard. RBSA

resources were invested especially on labour migration and OSH, contributing to 19 results in 16 Member States.

► **Table 8. Strategic budget and expenditure corresponding to outcome 7**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	94.7	84.8
Extrabudgetary development cooperation	147.0	191.4
Regular Budget Supplementary Account	Not defined	4.4
Total	241.7	280.6

Outcome 8: Comprehensive and sustainable social protection for all

► Highlights

- The ILO provided support to 38 countries to scale-up social protection mechanisms in light of the socio-economic impacts of the COVID-19 pandemic.
- The ILO played a central role in shaping UN joint COVID-19 responses that led to the delivery of cash transfers and temporary wage subsidies in 20 Member States, benefitting more than 300,000 households in Timor-Leste and almost 680,000 households in Cambodia, where 350,000 workers also benefited from a temporary wage subsidy scheme.
- With two new ratifications registered during the biennium (Cabo Verde and Paraguay), 60 Member States have now ratified the Social Security (Minimum Standards) Convention, 1952 (No. 102), achieving the target set in 2012 by the ILO Governing Body.

- 149.** Social protection has been at the heart of the policy responses to deal with the immediate health and socio-economic effects of the COVID-19 crisis. The fact that 4 billion people in the world are still not covered by any social protection highlights the need to make decisive progress towards universal coverage through the provision of rights-based, comprehensive and adequate benefits, as well as the urgency of strengthening social protection systems to ensure that they are sustainable, resilient and responsive to shocks.
- 150.** While the crisis required the ILO to redirect resources to COVID-19-related deliverables, support to the Member States continued to be guided by tripartite dialogue and the ILO normative framework, in particular Convention No. 102 and the Social Protection Floors Recommendation, 2012 (No. 202), and channelled through the flagship programme on Building Social Protection Floors for All. ILO assistance promoted the development of social protection systems that are anchored in sound legal frameworks and backed by sustainable financing. Work in the biennium focused on strengthening the integration and coherence between contributory and non-contributory schemes, increasing coordination with social, economic and fiscal policies, and supporting coverage extension to workers in the informal economy. The ILO also facilitated national dialogues and evidence-based costing, fiscal space and impact analyses for the assessment and design of unemployment insurance and universal health protections, which were at the heart of COVID-19 responses in many countries.
- 151.** The ILO reinforced its partnerships in this area, in particular with the International Monetary Fund and within UN Country Teams. Collaboration on social protection extension, financing and good governance is one of the areas of focus of the ILO-UNDP global agreement signed

in July 2020. The ILO also strengthened its partnerships with 12 other UN agencies in the Global Action Plan for Healthy Lives and Well-Being.

► **Box 29. Joint UN action to strengthen social protection in Mozambique**

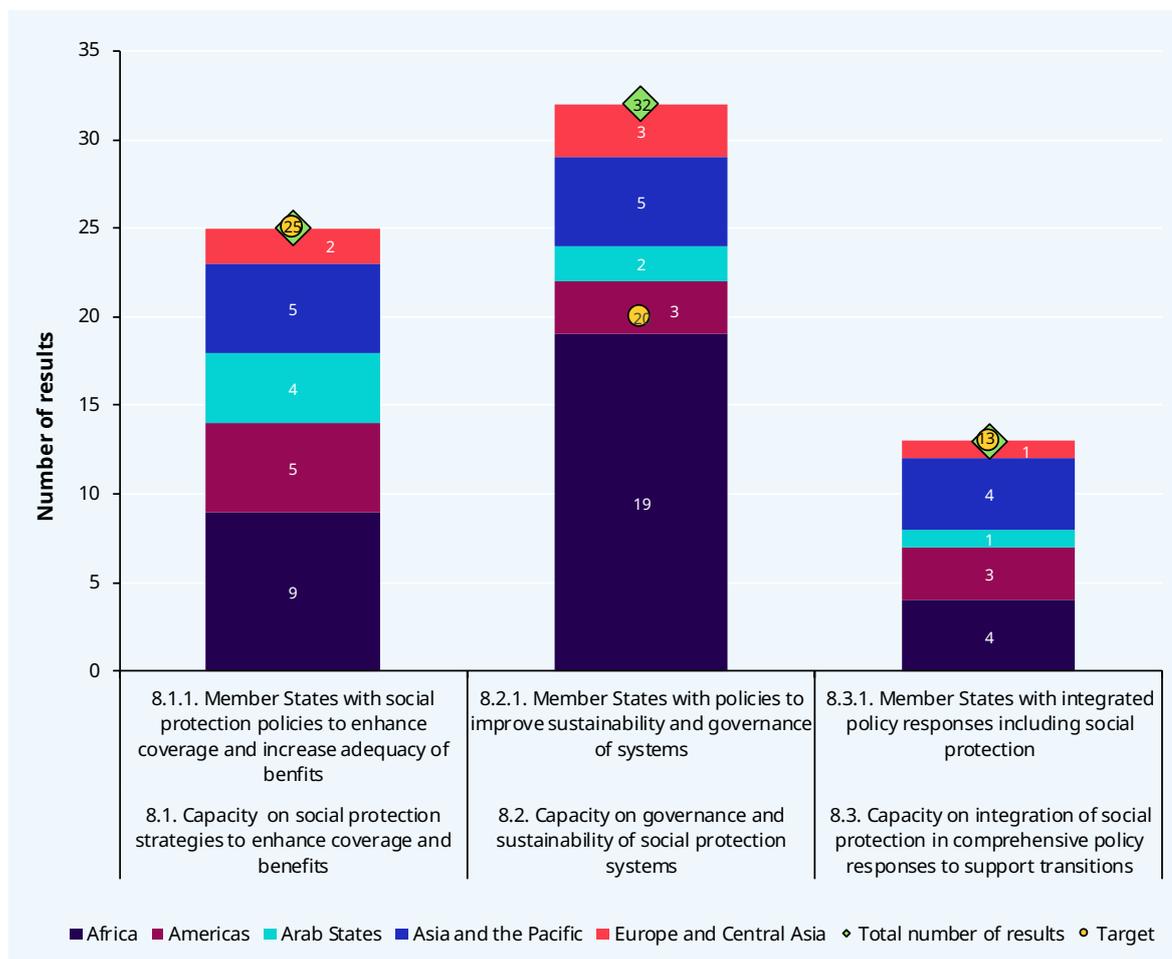
In 2020, Mozambique developed its Direct Social Support Programme, Post Emergency “PASD-PE COVID-19” with the support of the [UN Joint Programme on Social Protection](#) funded by Sweden, the United Kingdom of Great Britain and Northern Ireland and the Netherlands. Previous ILO assistance to the country’s National Strategy for Basic Social Security 2016–2024 facilitated the swift identification of households that were hit hard by the crisis and were eligible to receive support. The inclusion of workers in the informal economy in the plan was possible due to improved inter-institutional coordination between the National Institute of Social Action and the National Institute of Social Security. The expansion of its basic non-contributory system enabled the programme to reach 1.7 million households, 68 per cent headed by women.

- 152.** Seizing the momentum, the ILO’s promotion of universal social protection crystallized in the [Resolution and Conclusions concerning the recurrent discussion on social protection \(social security\)](#) and the Global Call to Action adopted by the International Labour Conference in 2021. The UN Secretary-General’s initiative of a Global Accelerator for Jobs and Social Protection has also placed the ILO in a lead role in joint efforts to support countries in building universal social protection systems, based on additional domestic and international financing.

Performance in relation to the 2020–21 targets and commitments

- 153.** During the biennium, the ILO focused its attention on strengthening Member State capacity to extend coverage and enhance benefits, improve governance and sustainability of social protection systems, and integrate social protection with other policies. Overall, the ILO contributed to the achievement of 70 results in this area, 21 per cent more than the target. Results were equal to the target in relation to strategies to enhance coverage and benefits and integrated policy responses based on social protection, and exceeded the target in relation to improvements in governance and sustainability of social protection systems (figure 25).

► **Figure 25. Results achieved under Outcome 8, by output indicator and region**



- 154. Most of the results were achieved in Africa, followed by Asia and the Pacific and the Americas. In the Arab States, results concentrated on the extension of social protection coverage and improvement of benefits, while in Europe and Central Asia the focus was on governance and sustainability of systems.
- 155. During the biennium, the ILO supported 25 countries to design and develop **national social protection strategies or legislation**, promoting the integration of contributory and tax-funded measures that led to extensions of coverage and the comprehensiveness and adequacy of protection in relation to health and unemployment. The ILO provided assistance in the development of legislation encompassing several social protection branches or to provide an overarching framework for the sector, but also in the design and implementation of new benefits and schemes – and the extension of existing ones – to respond to the COVID-19 crisis.
- 156. Fundamental to achieving universal social protection is strengthening the **governance and financial sustainability** of systems. Results were achieved in 32 countries, 12 more than the target set for the biennium. Support included financial sustainability checks of social security schemes, advice on investment management, as well as feasibility studies on the extension of coverage through actuarial valuations. The ILO also contributed to improvements of information management systems and technological infrastructure, especially through a new online [Quantitative Platform on Social Security](#). Fifteen countries improved the availability and quality of their social protection data, including monitoring for SDG indicator 1.3.1. The [World](#)

[Social Protection Database](#) was enhanced with a specific module for data on migrant workers' access to social protection (in collaboration with, among others, the East and Central African Social Security Association), and data collection on legal coverage for health-care and sickness benefits. Capacity building of constituents was conducted virtually, including through the Turin Centre's Social Security Academy. The [social protection component](#) of the course "[Work and Employment for a Sustainable Future](#)" was launched in an effort to expand outreach.

► **Box 30. The ILO's World Social Protection Report 2020–22**

The ILO's [World Social Protection Report 2020–2022](#) was launched in September 2021. It advocates for increased investments in universal social protection systems, including floors, calling on countries to take a high road towards a human-centred recovery. Through an analysis of the state of social protection around the world based on the World Social Protection Database, the report highlights that in 2020 only 46.9 per cent of the global population were effectively covered by at least one social protection benefit. Feeding into the report were the ILO's interactive online monitor on social protection responses to COVID-19 crisis around the world, and a set of policy briefs to share knowledge on country experiences and policy options for COVID-19 policy response and recovery. The findings of the report, together with the ILO estimates on the financing gap for a social protection floor, have supported the case for social protection in the UN Secretary-General's initiative on a Global Accelerator for Jobs and Social Protection.

157. The ILO also contributed to results in relation to the adoption of **comprehensive integrated responses to address COVID-19 that included social protection** in 13 countries. The ILO provided technical expertise on integrating social protection policies, several of which seek to expand social protection coverage to workers in the informal economy. Pakistan, for example, launched the "Mazdoor Ka EHSAAAS" programme extending social protection to promote formalization, with potential coverage of more than 51 million workers. Knowledge products to share country experiences, response measures and inform upstream policy options for constituents and partners were included in the [COVID-19 portal](#) on the Social Protection Platform. In addition, the ILO developed a compendium on innovations to extend health protection in Asia, as well as a [Handbook on social health protection for refugees](#). A research report on the role of social insurance supported the call for including social protection in green economy policies.

► **Box 31. Social protection for garment workers**

In garment-producing countries most affected by the COVID-19 pandemic, and with limited fiscal space, the ILO mobilized resources from development partners in support of the immediate needs of affected workers. Governments were simultaneously assisted in developing rights-based social protection systems guided by international labour standards. The ILO's involvement ensured that social partners were included in the process of designing and implementing job retention programmes in Bangladesh and Ethiopia, as well as income support measures, in countries such as Indonesia and Lao People's Democratic Republic, reaching more than 45,000 beneficiaries.

Budget and expenditure

158. Total expenditure in outcome 8 during 2020–21 was US\$89.5 million, 43 per cent from the ILO regular budget, 55 per cent from extrabudgetary development cooperation contributions and 2 per cent from the RBSA (table 9). Voluntary contributions led especially to the development of social protection policies and legislation with the purpose to extend coverage and enhance

benefit adequacy. RBSA dedicated to this outcome contributed to the achievement of 11 results in six Member States.

► **Table 9. Strategic budget and expenditure corresponding to outcome 8**

Source	Strategic budget (in US\$ million)	Actual expenditure (in US\$ million)
Regular budget	42.7	38.7
Extrabudgetary development cooperation	38.0	49.2
Regular Budget Supplementary Account	Not defined	1.6
Total	80.7	89.5

Enabling outcomes

159. The ILO programme and budget included three specific outcomes that relate to the optimal functioning of the Organization and support the delivery of the policy outcomes.

- Outcome A refers to the ILO role as a creator, compiler, broker and disseminator of statistics, research and knowledge for decent work and as an influential partner within the multilateral system.
- Outcome B is about the optimal functioning of the ILO's governance, oversight, evaluation and risk management systems.
- Outcome C is about the operation of ILO's support services and the use of the resources entrusted to the Organizations.

160. During the biennium, the ILO had to adapt to the circumstances imposed by the global emergency in the three areas. As described in Part I of this report, the focus of statistics, research, data collection and communication evolved significantly. Many partnerships – especially within the UN system – were created or adapted to provide a multidimensional response to the crisis at country level. The meetings of the ILO governance organs became virtual, and many ILO services and business processes were digitalized. This section, therefore, describes progress in the enabling outcomes considering the outputs and output indicators established in the programme and budget,¹⁴ but also presents organizational transformations which occurred during the biennium.

Outcome A: Authoritative knowledge and high-impact partnerships for promoting decent work

161. In light of the consequences of the pandemic, the ILO had to innovate to respond to evolving knowledge needs and to ensure the timely production of information and its effective dissemination. This required Office-wide coordination and stronger external partnerships. Nevertheless, the commitments in the programme and budget were respected and the targets set for the biennium were exceeded in all the output indicators corresponding to this outcome.

¹⁴ Appendix III presents a summary information table with the target and results achieved under each of the output indicators of the enabling outcomes.

Accurate and sustainable statistics on decent work

- 162.** The ILO faced an increased demand to adjust surveys in capturing the impact of COVID-19 on labour markets, which led to improvements in 28 Member States, almost half of them in Africa. Many [statistical products](#) were developed to support Member States to continue to produce data during the pandemic, including on how to [measure telework](#), maintain [labour force surveys](#) and conduct [rapid surveys](#). Several statistical [blogs](#) were published on ILOSTAT.
- 163.** Enhanced partnerships with other international organizations (within the UN system and beyond) were established. The ILO contributed to the UN report *How COVID-19 is changing the world: a statistical perspective*. In March 2021, the ILO launched a [global survey](#) of National Statistical Offices to understand the extent to which the crisis had affected the compilation of official labour market statistics. Information received from 110 countries will contribute to the refinement of ILO's assistance in this area.

► **Box 32. ILO cooperation to improve the labour force surveys in the Eastern Caribbean, Republic of Tanzania and Viet Nam**

The ILO provided support to the secretariat of the Organisation of Eastern Caribbean States, the National Bureau of Statistics of Tanzania and the General Statistics Office of Viet Nam to improve labour force survey questionnaires applying the latest international statistical standards and based on best international practices. The new surveys will facilitate an enhanced understanding of COVID-19 impacts on employment, labour under-utilization and unpaid work, allowing for in-depth monitoring of the evolution the labour market during the pandemic and the recovery phase.

- 164.** The ILO continued to support countries in generating data on decent work-related SDG indicators, with 22 additional Member States reporting at least half the SDG indicators under the ILO's custodianship in 2021. These data, an input to the Secretary-General's SDG reports for 2020 and 2021, were produced primarily through the large and growing [warehouse](#) maintained by the ILO that includes more than 11,700 survey datasets from 162 countries. Questionnaires to capture administrative data were sent to National Statistical Offices and Ministries of Labour of 196 countries, with 261 files received and processed for 97 countries in 2020 and 241 files received and processed for 89 countries in 2021.
- 165.** Progress was also made on the development of new statistical standards on measuring informality and classification of occupations that will be presented at the 100th anniversary of the International Conference of Labour Statisticians in 2023. More than 1,000 participants joined various ILO courses on labour statistics held online in collaboration with the Turin Centre.

Authoritative and innovative research

- 166.** During the biennium, the ILO published high-profile global research reports,¹⁵ particularly five flagship reports:
- *World Employment and Social Outlook – Trends 2020*

¹⁵ Some of the major publications of the biennium include: *Global Employment Policy Review 2020: Employment Policies for Inclusive Structural Transformation*; *Working from home: From invisibility to decent work*; *Child Labour: Global estimates 2020, trends and the road forward*; *Making decent work a reality for domestic workers: Progress and prospects ten years after the adoption of the Domestic Workers Convention, 2011 (No. 189)*; *the Future of Diversity*.

- *World Employment and Social Outlook – Trends 2021*
- *World Employment and Social Outlook 2021: The role of digital labour platforms in transforming the world of work*
- *Global Wage Report 2020–21*
- *World Social Protection Report 2020–22*

- 167.** The uptake of ILO research improved during the biennium, as demonstrated by the 29 per cent increase in citations from multilateral organizations.
- 168.** The ILO also collaborated in the development of innovative modelling techniques to provide timely analysis on the impact of COVID-19 on the world of work through the eight editions of the ILO Monitor published between March 2020 and November 2021. Research was conducted on the effects of COVID-19 on trade and global supply chains, near-term disruptions and what this meant for employment and working conditions, especially for vulnerable workers and small and medium-sized enterprises. The *International Labour Review* celebrated its 100th anniversary in 2021 with a collection of issues on recurrent themes that remain relevant, such as informality, technology and employment, and gender equality, among others.

► **Box 33. Innovating in data collection, research and communication**

The COVID-19 pandemic has illustrated how a crisis can stimulate innovation. With the newly developed ILO “nowcasting” modelling techniques, global labour market trends can be identified and data estimates produced by combining traditional data from labour force surveys with data from other sources, such as: Google mobility reports; Google trends data; business and consumer surveys; global databases on lockdowns; governmental data and reactions towards COVID-19; and other sentiment surveys carried out worldwide by various providers.

Communication outreach was extended by adapting effectively to online methods, including for example through short, explanatory videos designed for social media.

- 169.** In order to improve its research uptake and influence policy recommendations, the ILO engaged in research relationships with other multilateral agencies, globally and in regions. Some examples of the publications resulting from this joint research are:
- *Employment situation in Latin America and the Caribbean* (ILO-ECLAC)
 - *Jobs in a Net Zero Emissions Future in Latin America and Caribbean* (ILO-IADB)
 - *The protection we want: Social Outlook for Asia and the Pacific* (ILO-ESCAP)
 - *Tackling the COVID-19 youth employment crisis in Asia and the Pacific* (ILO-ADB)
- 170.** With support from the European Commission and other partners, the ILO established the ILO Research Programme on *Integrating Trade and Decent Work* to develop new research and tools in this area. The ILO collaborated with the International Monetary Fund on the production of a joint paper, *Inclusivity in the Labour Market*, and contributed to the dissemination of evidence-based research findings by co-sponsoring the *2021 International Labour and Employment Relations Association (ILERA) World Congress* and by organizing the *7th Regulating for Decent Work Conference* in July 2021.

Efficient, effective and innovative communication on the world of work

- 171.** The surge of global interest in the impact of COVID-19 on the world of work required the ILO to step up its efforts to generate contents and improve effectiveness in the management of its communication channels. The audience of most ILO digital platforms multiplied, especially the [ILO Newsroom](#) and new web platforms such as [ILO Voices](#), [ILO Talks](#), Twitter and LinkedIn. Instagram following increased by over three times in 2020–21. Media coverage grew substantially.
- 172.** To focus on the impact of COVID-19 and the ILO response, the ILO created an [online hub](#) for specific knowledge products and communication content. Improved communication channels and multilingual tools were launched, including a [web platform](#) to host the 2020 Global Summit on COVID-19 and the World of Work. [The future of work podcast series](#) provides first-hand accounts on key world of work issues. Dedicated online pages and products for the first virtual International Labour Conference in 2021 used new methods to draw attention to the Conference and the issues under discussion, including a [live player](#) that also holds archived and indexed footage.

Strengthened partnerships within the multilateral system for a human-centred response to the COVID-19 crisis

- 173.** The need to devise a global response to COVID-19 and to ensure coordinated support at country level, especially within the UN system, translated into a much higher number of external partnerships than anticipated, at the global, regional and national levels. The [Framework for Action between UNDP and ILO](#) – which resulted in global, regional and country-specific proposals for action – focuses on strengthening collaboration for the immediate response to the COVID-19 crisis, the humanitarian-development-peace nexus, and a sustainable and inclusive recovery. A new [partnership between the ILO and UNICEF](#) was signed to enhance the “Generation Unlimited” agenda with the objective of improving the employability of young people and promoting a smoother school-to-work transition.
- 174.** The [PROSPECTS programme](#), funded by the Government of the Netherlands, brings together the ILO, the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF, the International Finance Corporation and the World Bank in joint action to improve the lives of forcibly displaced persons and host communities in Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Sudan and Uganda. Other examples of national partnerships on specific topics include an alliance with UNICEF in the Occupied Palestinian Territories on social protection, and a joint programme with IOM in Iraq on business development services targeting migrant workers.
- 175.** The COVID-19 crisis encouraged tighter collaboration within the UN system in both the humanitarian and socio-economic areas. The ILO was an important player in developing the [UN’s Socio-economic response framework](#) to COVID-19 and actively contributed to country-level UN assessments and response plans. During the biennium, the ILO delivered nine training packages in collaboration with the Turin Centre, reaching over 500 participants, and covering decent work for sustainable development, the role of social partners in the UN reform, South–South and triangular cooperation, and decent work financing.

Outcome B: Effective and efficient governance of the Organization

- 176.** While restrictions on travel and face-to-face meetings resulted in the March 2020 session of the Governing Body not taking place and the 2020 International Labour Conference being

cancelled, the ILO ensured the continued effective and efficient governance, oversight and evaluation of the Organization through a shift to adapted, largely virtual working methods.

Improved procedures for governance organs and official meetings

- 177.** Under the exceptional circumstances of the pandemic, the ILO ensured continuity and effective support to the operation of its governance organs through swift adaptation and innovation, facilitated by the constituents' pragmatic and flexible approach.
- 178.** The ILO made progress on the democratization of the functioning and composition of the Governing Body through a specific tripartite working group put together for this purpose, which met virtually for the first time in December 2020. The working group proposed a resolution to confirm the outdated nature of a section of the 1986 Instrument for the Amendment of the Constitution of the ILO, thereby removing certain obstacles to its ratification. It was **adopted** by the International Labour Conference in its 109th Session of June 2021. At the request of the working group, the Office proposed measures that would be required to implement the 1986 Amendment upon its entry into force.
- 179.** Planned incremental improvements in the Office's support to the governance organs ensued from the **Centenary Governance Initiatives**. The review of business processes in 2019, together with novel working methods developed at the start of 2020, enabled the ILO governance organs to continue functioning through virtual meetings. The Governing Body introduced the practice of making decisions by correspondence on urgent, non-controversial or routine matters. This was supported by pre-session and daily consultations in order to ensure transparency and facilitate consensus building, with a view to guaranteeing that the exceptional decision-making method replicates the regular process as closely as possible.

► **Box 34. The International Labour Conference goes virtual**

The first virtual session of the Conference in 2021 was possible thanks to the implementation of a comprehensive set of measures encompassing special procedural arrangements, enhanced use of digital technology and improved working methods. The key for the successful functioning of the Conference in this format was advanced preparation, scaling up the virtual meeting format allowing for remote participation, timely delivery of documents, strict adherence to time limits for interventions and extensive information technology support. Improvements relating to the accreditation, online submission of amendments, electronic voting as well as the use of pre-recorded statements in plenary sessions, contributed further to the successful work of the Conference.

Enhanced oversight and risk management systems

- 180.** During the biennium, the External Auditor performed its work remotely and issued unmodified audit opinions on the consolidated financial statements of the financial years 2019 and 2020. The External Auditor's reports to the Governing Body provided recommendations on human resources management and on project implementation and delivery amidst the pandemic, which were particularly timely for the implementation of the programme and budget.
- 181.** The Office of Internal Audit and Oversight (IAO) prepared a new 2021–26 strategy to provide high quality and relevant services as new risks emerge and circumstances change over time. Due to the impact of the pandemic, the priority given to ensuring business continuity and remote working arrangements increased the average time required to address internal audit recommendations. The Office will enhance its efforts on the monitoring and oversight of the follow-up actions.

- 182.** The ILO revised its risk management framework to further streamline processes and reinforce senior management oversight. A new tool was developed to bring significant emerging risk exposures quickly to the attention of senior management. The Director-General continued to issue a Statement of Internal Control which accompanied the 2019 and 2020 financial statements, identifying significant internal control matters and reporting on the measures that the ILO took to address them.

Increased uptake of evaluations for accountability and organizational learning

- 183.** The ILO continued to increase its use of evaluation findings and recommendations to inform strategic guidance and reporting, achieving most of the milestones of the ILO results-based Evaluation Strategy 2018–21.¹⁶ During the biennium, findings of the majority of high-level evaluations informed the preparation of the Programme and Budget for 2022–23 and the ILO’s strategic plan 2022–25.
- 184.** In March 2020, the ILO’s Evaluation Office issued [a methodological guidance note on how to do evaluations during the pandemic](#). This was followed in October 2020 by a [protocol](#) to ensure all high-level and decentralized evaluations collected relevant data about how the Organization was responding to the challenges of the COVID-19 pandemic and the effectiveness of its actions. Such evaluations and focused synthesis reviews provided [valuable lessons](#) on changes in needs and priorities of constituents, emerging issues that require urgent attention, and whether the ILO is well positioned to respond to them.
- 185.** A growing number of clustered evaluations was conducted during the biennium, leading to improved cost and time efficiencies, reduced evaluation fatigue and enhanced understanding among the tripartite constituents of the advantages of looking at aggregated results at the country or thematic levels. On average, one cluster evaluation replaces four independent project evaluations.
- 186.** The ILO also adapted and documented its evaluation methods to better capture ILO’s normative and tripartite mandate and contribution to the SDGs. In 2020, 95 per cent of project evaluations yielded evidence on normative work and standards promotion, and 100 per cent did so with respect to tripartism, social dialogue and the SDGs.

Outcome C: Efficient support services and effective use of ILO resources

- 187.** The ILO continued its efforts to use the resources entrusted to the Organization in a more efficient and effective manner. The need to respond to the new challenges and changes in the working environment caused by COVID-19 resulted in a surge in innovation and in significant improvements in working methods, results-based programming, transparency, development cooperation, human resources management and the environmental performance of the Office.

Innovation and improved business processes

- 188.** The pandemic brought the need to accelerate change in working methods in the ILO in a number of dimensions. These included, but were not limited to, the governance of the Organization, the means of delivering ILO services to constituents, business continuity, effective virtual collaboration and managing ILO teams remotely. Overall, the ILO exceeded the target number of innovation initiatives planned for the biennium by 55 per cent, engaging

¹⁶ See the [Annual Evaluation Report 2020-21](#) presented to the Governing Body in November 2021.

about one quarter of the staff. Such initiatives spanned across areas such as digitalization of information from missions and meetings; interactive and engaging ways to conduct meetings with partners and global audiences; improving the responsiveness of administrative services in field operations; and generating efficiencies through improved collaboration and process simplification.

- 189.** Disruptions caused by COVID-19 led to a rapid investment of resources to leverage information technology in order to facilitate new ways of working and to continue providing services to the constituents. A number of information technology (IT) initiatives were accelerated and tools were deployed to develop a secure and effective digital workplace. The ILO coped with the increased demand for IT services and solutions by repurposing existing resources and through the exceptional investment approved in the Programme and Budget for 2020–21.
- 190.** The capability to propose a virtual dialogue with staff on a topic or engage with the public to crowd source solutions in the form of “challenge calls” has been reinforced. The ILO will use this participatory tool to enable staff to contribute to the establishment of the priorities and follow-up actions to the 2021 ILO Staff Survey. For a challenge call, an issue is posted on the ILO’s new collaboration platform and interested innovators in the public domain are able to submit their ideas of possible solutions. The ILO posted its first challenge call, the *Skills Challenge Innovation Call: Finding solutions to skills mismatch* in early 2020. This modality is now being used by multiple technical teams in both global and regional settings.

► **Box 35. A new method for identifying policy innovations**

The ILO Skills Innovation Facility launched the first *ILO Skills Challenge Innovation Call* for external individuals and organizations to submit innovative ideas that address any form or dimension of skills mismatch. The winner received a monetary prize of US\$50,000, visibility across the ILO network, and technical support to transform the concept into a prototype ready to be piloted. The challenge was answered by 473 proposals from 96 countries across the five regions. Applicants included TVET institutions, employers’ and workers’ organizations, start-ups, non-governmental organizations, research institutions, and young people. The winner was a proposal from the Domestic Workers Association of Zimbabwe to provide training in modern domestic skills to improve workers’ employability, through both face-to-face and online courses. Thanks to the challenge prize and the ILO technical support, this association developed a curriculum for domestic workers, inaugurated a training centre to host their courses and developed a system to conduct weekly training sessions via WhatsApp.

- 191.** The ILO made improvements in virtual collaboration, communication and service delivery. Enhanced information technology (IT) capabilities had positive impact on internal and external collaboration, including within UN inter-agency working groups and learning platforms. The adjustment to teleworking has driven innovation in processes previously relying on face-to-face contact, such as physical signature approvals. Process simplification and digitalization led to faster response times and efficiencies.

Enhanced results-based programming and management systems

- 192.** To improve planning, monitoring and reporting on results, the ILO developed technical and methodological notes for the output indicators included in the programme of work. At the same time, the Office launched an information dashboard accessible to all the ILO staff to facilitate the outcome-based work planning process. This dashboard compiles information from different sources to present an integrated view of programmatic and financial

information by the programme and budget outcome, output and indicator, as well as by region or country.

- 193.** The ILO became a full member of the International Aid Transparency Initiative (IATI) in January 2021, demonstrating its commitment to transparency in the allocation and use of resources and the results achieved. Reporting of ILO data in IATI and other platforms such as the Development Assistance Committee of the OECD and the UN Data Cube initiative continued and improved during the biennium.
- 194.** To support results-based programming at country level, the ILO prepared specific guidance for the development of DWCPs, considering the implications of the UN reform and the journey towards more integrated UN actions in support of the 2030 Agenda. This translated in the development of ten new DWCPs that are better synchronized and coordinated with the UN Cooperation Framework. In addition, the ILO reported its activities and progress in an increasing number of countries – and more frequently – through the common UN monitoring and reporting platform, UN-INFO. This trend will require updates in the ILO programming and resource management platforms to ensure inter-operability, thus ensuring consistency and simplifying the reporting task at country level.

Effective development cooperation

- 195.** The ILO's development cooperation remained a key means of action for delivering the programme of work, especially at country level. The ILO implemented development cooperation projects in 95 countries across all regions with the support of 80 funding partners from the public and private sectors. These projects were consistently linked to DWCPs and programme and budget outcomes.¹⁷
- 196.** The pandemic required the swift repurposing of ILO development cooperation programmes and projects to the emerging and different needs of the constituents. This was possible thanks to the understanding and flexibility of the funding partners and included changes in the content of ILO assistance and modifications in the delivery mechanisms.
- 197.** In 2020, the Governing Body endorsed the ILO Development Cooperation Strategy 2020–25¹⁸ and Implementation Plan.¹⁹ The strategy seeks to integrate development cooperation more effectively into the programme and budget processes with a view to increasing the coherence of ILO action in delivering services to constituents and ensuring an optimal use of all ILO resources to achieve sustainable results and impact. The strategy focuses on partnerships for policy coherence and funding, as well as on efficiency, decent work results and transparency. In this framework, the ILO has initiated [structured funding dialogues](#) as a new way of securing predictable and adequate funding for ILO priorities.
- 198.** The ILO registered US\$666.4 million in total approvals²⁰ in 2020–21, a decrease of 16 per cent as compared to the remarkably high level of approvals in 2018–19. In addition, the ILO received US\$34.4 million of voluntary core funding for the RBSA. While the targets set for the biennium were not reached, the contributions in 2020–21 are significant considering that many key

¹⁷ ILO, *Decent work results and effectiveness of ILO operations: Ex-post meta-analysis of development cooperation evaluations, 2020 and 2021 (partial)* (Geneva, September 2021).

¹⁸ GB.340/POL/6.

¹⁹ GB.341/POL/4.

²⁰ Approvals are the amounts for which the ILO and its funding partners signed an agreement in 2020–21.

resource partners face fiscal and budget challenges related to the COVID-19 response and recovery costs.

- 199.** The commitment of funding partners has been essential for the ILO's human-centred recovery responses from the COVID-19 pandemic in many of its Member States. This took the form of new contributions notably from Germany, Norway and the European Union, as well as funding from the UN multi-partner "COVID-19 Response and Recovery Fund". These approvals supported projects directly related to the response in areas such as social protection, OSH and cash transfers. Funding partners also showed great flexibility in repurposing their contributions from earlier years to support national COVID-19 responses.

More effective and efficient human resources development

- 200.** Some of the key targets of the ILO Human Resources Strategy 2018–21 were achieved, while there is scope for improvement in others. The ILO workforce is broadly aligned to deliver on the organizational priorities. Workforce planning has been strengthened, taking into account the implementation of the new mandatory age of separation. The Office has developed significant organizational agility, notably in the context of the changes driven by the pandemic, and opportunities provided by improvements in information technologies have been leveraged to reduce process time and cost.

► **Box 36. The implementation of the ILO Human Resources Strategy in 2020–21: Areas of progress and areas for improvement**

Areas of progress

Recruitment of development cooperation staff: the average recruitment time improved from 200 days in 2016–17 to 148 days in the biennium (significant improvement but still short of the target of 120 days).

Geographic diversity: Ten staff members from less-than-represented nationalities recruited in 2020–21, as compared to only two in 2017 (target met).

Relevance of training to the needs of the workforce: in 2021, 46 per cent of the staff indicated that they receive the training they need to be effective in their jobs, as compared to 33 per cent in 2015 and 38 per cent in 2019 (target met).

Staff perception of managers as drivers for change: in 2020, this was the perception of 81 per cent of the staff as compared to 77 per cent in 2019 (target met).

Culture of respectful and inclusive behaviour: In 2021, 64 per cent of the staff considered that Office culture positively influenced behaviour at work, as compared to 45 per cent in 2017 (target met).

Digitalization of human resources services: the use of human resources web tools increased by 38 per cent in 2020–21, as compared to 2016–17 (target met).

Use of human resources metrics and analytical tools: 650 staff regularly used these tools in 2020–21, as compared to 100 in 2017 (target met).

Areas for improvement

Functional and geographical mobility: 248 regular budget staff members changed position or duty station in 2020–21, as compared to 327 in 2016–17 and 325 in 2018–19 (target not met).

Compliance with the performance management framework: In 2020–21 end of cycle reports completed within one month of the deadline remained in the bracket 83 to 85 per cent, similar to the levels of previous biennia (the target of 90 per cent was not met).

Gender equality in senior positions: The proportion of women in positions P5 and above in 2021 is 37.1 per cent, still far from the target of at least 45 per cent.

- 201.** Human resources services have been increasingly re-oriented from process driven to programme delivery driven. Accountability for results at the individual level has been

monitored through the performance management framework. Workforce engagement has been enhanced through more effective leadership, talent management and an enabling work environment. Specific duty of care and staff well-being and communication initiatives have been put in place and further strengthened in the context of COVID-19, especially for the processes to return to the office at headquarters and in field locations. Measures were regularly consulted with the staff union and the ILO Committee on Occupational Safety and Health.

- 202.** The ILO remained an attractive employer, as demonstrated by the 220,000 job applications received since the implementation of the new talent management system. However, there is still scope for improvement in the diversity of the ILO workforce and in ensuring gender parity. Efforts will continue in line with the action plan for improving the diversity of the ILO workforce and the additional guidance provided by the Governing Body for the implementation of the Human Resources Strategy 2022–25.

Improved practices for ensuring the environmental sustainability of the Office

- 203.** As part of the United Nations Environmental Programme’s (UNEP) strategy “[Greening the Blue](#)”, the ILO continued to implement initiatives to improve its environmental performance during the biennium, with a focus on reducing greenhouse gas emissions. In 2020, for the first time, the ILO achieved carbon neutrality. The ILO’s carbon footprint from air travel dropped by 83 per cent, mainly because of COVID-19-related restrictions, and therefore the results of this exceptional biennium cannot be used for future comparisons. There was, however, an increase in the carbon footprint of the ILO headquarters building of 28 per cent due to a new ventilation protocol linked to COVID-19 safety measures which requires heating and cooling systems to operate non-stop to ensure that fresh air is provided to the building occupants at all times. Recycling rates have also increased during the biennium, even though less waste was generated during 2020.

► Part III. Lessons learned and future prospects

- 204.** Throughout the 2020–21 biennium, the COVID-19 pandemic presented the Organization and ILO constituents with unprecedented challenges and opportunities for change. While the full extent of its impact on the world of work and the ILO is yet to be determined, the experience of the Office, coupled with feedback from ILO constituents and the findings of independent evaluations and external assessments, has garnered valuable insights for the Organization into what has worked well and what has not in delivering the ILO programme. The Office is committed to building on these concrete lessons to enhance its performance in 2022–23.

Building a human-centred recovery with decent work

- 205.** The COVID-19 pandemic laid bare the decent work deficit that already existed before 2020 and exposed the inadequacy of the world’s readiness to cope with a global crisis of unparalleled magnitude. ILO constituents responded swiftly to the pandemic through bold and exceptional efforts aimed at combating the outbreak, ensuring the safety of workers and the sustainability of businesses and jobs, and revitalizing the economy in the aftermath of the immediate health emergency. Most countries put in place ad hoc and short-term interventions, as evidenced by nearly 1,700 newly introduced measures of social protection recorded by the ILO. Very soon in the biennium it became evident that systemic resilience and long-term solutions must be part of building forward better. Increased commitment also crystalized around the urgent need to address the global dimensions of the crisis through enhanced international and regional cooperation, global solidarity and policy coherence across the economic, social, environmental, humanitarian and health domains.
- 206.** The ILO Centenary Declaration for the Future of Work has proven to be an important asset, providing an overarching framework that helped position the Organization with a clear and relevant strategic vision for ways to build a human-centered recovery with decent work for all.



The ILO’s robust strategic framework, guided by the Declaration, provides a clear road map for the organisation. With its reinforced mandate and long-term vision, strengthened with internal reforms initiated in 2012, the ILO has created a favourable climate for change and innovation in recent years. When the COVID-19 crisis struck, the ILO was in a good position to adapt and respond with agility.

Source: *MOPAN Assessment Brief of the International Labour Organization*, Multilateral Organisation Performance Assessment Network, 2021, 1.

- 207.** As constituents’ priorities shift from the immediate response towards longer term solutions to the crisis, the *Global Call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient*, shaped by the Centenary Declaration and adopted by 181 countries at the International Labour Conference in June 2021, provides an agreed and highly valued road map to guide global efforts in support of a broad-based and socially inclusive recovery. It will further focus and consolidate ILO action and increase the influence and leadership of the Organization in shaping recovery strategies that are inclusive, sustainable and resilient, including by reinforcing cooperation with other institutions of the multilateral system.



The ILO, with its mandate for social justice and decent work, must play a leadership role with its constituents and in the international system in advancing a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient. Through focused and accelerated implementation of the ILO Centenary Declaration, it will strengthen its support of Member States' recovery efforts and leverage the support of other multilateral organizations and international institutions while contributing actively to the efforts of the United Nations system to expedite delivery of the 2030 Agenda.

Source: *Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient*, International Labour Conference, 2021, 9–10.

- 208.** The pandemic not only exposed and deepened inequalities within and across societies, but also called for urgent and coordinated action to address them. Countries with easier access to vaccines, sufficient fiscal space to stimulate their economies, and high levels of digital connectivity have better prospects of rapidly returning to pre-pandemic levels of prosperity and employment. The same does not hold for most of the developing world, where the enabling conditions for a prompt recovery might not materialize at least in the near future. As low-income countries and groups such as young people, women and informal economy workers continue to be disproportionately affected by the consequences of the crisis, there is a real risk that the world of work becomes more unequal, more unjust, less resilient, and ultimately less sustainable. Going forward, the ILO must do more to reach out to the most vulnerable and redouble its efforts in developing countries to support the design and implementation of recovery strategies that leave no one behind. Enhanced efforts towards greening the recovery and ensuring renewed and refocused attention to gender equality will likewise be required.



Decent work opportunities for all are also needed for shared prosperity. With the nature and types of work transforming rapidly, this requires a floor of rights and protections for all workers, irrespective of their employment arrangements, as laid out in the ILO Centenary Declaration for the Future of Work. Workers should not shoulder all the risks when it comes to their income, their hours of work and how they cope if they are ill or unemployed.

Source: UN, *Our Common Agenda, Report of the Secretary-General*, 2021, 28.

- 209.** Experience in the biennium also showed that the programme and budget remained highly relevant in the context of the pandemic, while allowing for the flexibility, agility and adaptability needed to support constituent response to the crisis. Despite very difficult circumstances, the Office quickly shifted gear and adapted work plans, outcomes and strategies in response to the changing needs of the tripartite constituents, including by assessing the impact of the pandemic on jobs, businesses and livelihoods, developing tools and guidance, and designing and supporting response strategies, taking into account the different needs in different countries. The [ILO's four-pillar policy framework](#), based on international labour standards, helped drive and promote the Organization's key policy messages for response to the crisis.
- 210.** The context under which the ILO will operate in 2022–23 could be characterized by exceptional volatility and uncertainty. Adaptability, agility and innovation will be critical to meet the challenges facing the Organization. The Office will continue to deepen its action on delivering the commitments set forth in the programme and budget for the biennium, while maintaining the flexibility needed to address new circumstances and needs, in an agile manner, by leveraging capacity to prioritize, adapt and innovate.

Expanding the ILO's reach and impact through authoritative knowledge development and advocacy

- 211.** Experience in the biennium showed that ILO contributions to research and knowledge management efforts were especially effective. From the onset of the COVID-19 crisis, the urgency to produce the specific kind of content required by ILO constituents prompted the Office to focus on knowledge generation efforts, to innovate, and to draw on the right expertise. This was evident through various publications and policy guides, and especially through the ILO Monitor serial publication which has generated sustained coverage for the ILO in high-profile international media and strengthened the ILO's position as a leader on labour market issues within the multilateral system. ILO flagship publications such as the *Global Wage Report* and the *World Social Protection Report* provided valuable inputs to frame the debate at the UN General Assembly in 2021. Going forward, it is incumbent upon the ILO to further enhance its capacity to generate and disseminate high-value evidence-based knowledge in order to strengthen its position as a global center for excellence with the standing and ability to shepherd a human-centred recovery with decent work.



The relevance of the ILO's knowledge products to the needs of the world of work at the global, regional and country levels is assured by the ILO's unique data, supported by the ILO results framework and strategies to identify global, regional and country needs. [...] The ILO's [research and knowledge management] contribute to informing and influencing international and national agendas and policy recommendations. However, there is limited knowledge about the usefulness and uptake of research and knowledge outputs, and also limited accountability, which can reduce opportunities to identify and scale up good practices that would increase the likelihood of impact.

Source: ILO, *High-level independent evaluation of ILO's research and knowledge management strategies and approaches 2010–2019*, 2020, 5.

- 212.** Experience throughout the COVID-19 pandemic also highlighted the ILO's crucial role as a knowledge broker on world of work issues. The information hub developed by the Office to summarize country policy responses by governments and social partners in each of the 187 Member States offered for the first time an invaluable knowledge-sharing platform for constituents. In parallel, with the sudden need to go virtual, a special effort was made to quickly develop new platforms and adapt communication, which also helped ensure that external and internal audiences had access to the information and knowledge they needed.
- 213.** Notwithstanding significant progress in the biennium, there is still scope for the ILO's knowledge work to achieve even greater impact and for the ILO to play a more central role in terms of thought leadership in the public arena. The ILO must continue seeking ways to expand its global reach, particularly with youth, and to that end more emphasis will be placed in 2022–23 on audience research and data-informed marketing approaches. While existing statistical standards and methods promoted by the ILO continued to prove useful for Member States, experience during the biennium demonstrated that methodological innovations, including the use of big data and the development of nowcasting models, facilitate the provision of estimates of the evolution of labour markets in “real time” — innovations which have proven useful for the rapid development of policy responses to sudden crises. More efforts are needed to extend research into frontier areas and to incorporate the knowledge of constituents into the ILO's products and offerings. As such, it will be important for the Organization to intensify support to ILO constituents on the production and use of data in 2022–23.

Deepening the ILO's engagement with the multilateral system

- 214.** The COVID-19 pandemic underscored the importance of global solidarity and international cooperation in tackling humanity's collective challenges. Trust and investment in multilateralism require an ever more effective, efficient and cohesive UN system, working in unison to address issues through combined action at global and country levels. This calls on all UN entities, including the ILO, to strive for a new level of performance in order to fully deliver on commitments.



The United Nations family – and our global network of regional, subregional and country offices working for peace, human rights, sustainable development and humanitarian action, will support all governments, working with our partners, to ensure first and foremost that lives are saved, livelihoods are restored, and that the global economy and the people we serve emerge stronger from this crisis. That is the logic of the Decade of Action to deliver the SDGs. More than ever before, we need solidarity, hope and the political will and cooperation to see this crisis through together.

Source: *Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19*, United Nations Secretary-General's Report, 2020, 2.

- 215.** During the biennium, the ILO made a significant contribution to the UN's joint response to the pandemic, cooperating closely with UN entities under the UN Socio Economic Framework for the response to COVID-19 and through the development the UN Socio-Economic Response Plans at country level. At global level, the ILO showed leadership in the debate on the recovery of labour markets from the COVID-19 pandemic. ILO decent work issues represent key elements of the Common Agenda and milestone collaborations such as the G20 Rome Summit in October 2021 and the Glasgow Climate Change Conference (COP26) in October–November 2021. Looking ahead, the ILO will continue its efforts to strengthen institutional relationships in the multilateral system with a view to promoting policy coherence in support of a human-centred recovery. [The Global Forum for a Human-Centred Recovery](#), to be hosted by the ILO in February 2022, will be a key milestone along that path.



The Secretary-General's call for a renewed Social Contract needs to be followed by action, built on trust, inclusion, protection and participation. It is important that we measure and value what matters to people and the planet, while bolstering the world's resilience to future shocks. [...] A human-centred recovery from the crisis requires that employment and social protection policies work in tandem, not only to improve people's living standards and reduce inequalities but also to empower people to navigate the challenges imposed by a rapidly changing world of work, and by the green and just transition required to meet the goal of net zero emissions by 2050.

Source: *Investing in Jobs and Social Protection for Poverty Eradication and a Sustainable Recovery*, United Nations Secretary-General's Policy Brief, September 2021, 7 and 9.

- 216.** Experience in the biennium confirmed the importance of partnering with other UN agencies to assist in the design and delivery of COVID-19 national response programmes. At country level, close partnerships with Resident Coordinators and UN agencies offered opportunities to raise the profile of world of work issues within the UN Country Team (UNCT) agenda and further enabled the ILO to demonstrate its comparative advantage for leading the human-centred recovery with decent work. Going forward, closer engagement with UN processes will help translate into stronger coherence and consistency on the ground. Human rights

coordination, for example, is set to play an increasingly crucial role in engagement with the UN development system and country-level programming and holds potential for the promotion of international labour standards as part of the wider human rights framework.

- 217.** In some cases, the ILO struggled to provide coordinated and timely support to the field, due to challenges in securing the required technical expertise on the ground, at the right time. Furthermore, the increase in requests to participate in coordination meetings and joint activities, alongside new requirements for joint reporting, showed that being responsive to UN-wide processes and initiatives requires substantial commitments in terms of time and resources. In 2022–23 the Organization will further prioritize the rationalization of joint planning and reporting frameworks and mechanisms, which in turn will require accompanying investments in the automation of reporting processes and the establishment of interoperability between systems across different UN entities. The ILO will also strengthen its own mechanisms to ensure the provision of rapid and relevant technical support and policy advice, and engaging specialists from the Decent Work Technical Teams in regions and technical departments at headquarters.



While the UN Sustainable Development Cooperation Framework (UNSDCF) may provide opportunities to integrate ILO cross-cutting issues into the work of different UN organizations, it also creates important challenges. UN Resident Coordinators often lack understanding of the ILO's tripartite structure and the importance of social dialogue.

Source: ILO, *High-level independent evaluation of the ILO's Decent Work Programme in the Andean countries of the Plurinational State of Bolivia, Colombia, Ecuador, Peru and the Bolivarian Republic of Venezuela, 2016–19*, 2020, 2.

- 218.** Efforts will also be stepped up to raise awareness amongst UNCT members and Resident Coordinators about the ILO's tripartite structure, the importance of social dialogue, and the role of workers' and employers' organizations in achieving progress towards the SDGs. The ILO needs to be in a stronger position to build the capacity of ILO constituents and to support them in engaging with UN platforms and mechanisms. To that end, the Office will equip itself to provide more comprehensive and tailored assistance in countries to support constituents' engagement in UN processes such as the Common Country Analysis and the UN Sustainable Development Cooperation Framework.

Making the most of new ways of working ushered in by the COVID-19 pandemic

- 219.** While the COVID-19 pandemic imposed unprecedented constraints on movements and interactions, it also allowed the ILO to explore innovative working methods. Across all regions, the Office adopted new delivery modalities in an effective and timely fashion, enabling the ILO to sustain high quality services and support to constituents, as well as the functioning of the governing organs.
- 220.** The virtual working environment has highlighted ways in which the ILO can be more effective and efficient. Adapting to the digital workspace helped strengthen teamwork across the Office and spurred collaboration across technical areas and the administrative structure, resulting in efficiencies and economies of scale as well as enhanced support to ILO field offices. In addition, the transition to virtual delivery offered the opportunity to adjust methodologies to provide better and more tailored services to constituents. The digitization of ILO services has afforded them greater reach, giving the Organization the ability to extend its offerings to a wider

audience, including in countries where the ILO is not a resident agency. These positive outcomes proved that ILO services could be continuously provided, even in unpredictable circumstances, through a combination of virtual techniques and face-to-face interaction.

► **Box 37. Adapting ILO services during the pandemic: the case of the Better Work Programme**

When it became clear that the COVID-19 pandemic would continue to disrupt working practices throughout the biennium, the ILO's Better Work Programme introduced a number of measures to adapt to the new conditions.

Adjustments to training methodologies and advisory services, with a shift to more frequent and shorter training sessions in smaller groups to retain attention and maintain physical distancing. Social media platforms were used to share information and raise worker awareness on new regulations and on avoiding exposure and transmission.

Virtual compliance checks were piloted in Bangladesh, Cambodia and Nicaragua when Better Work staff could not travel to factories for extended periods. Although child labour and forced labour were difficult to assess through these checks, other sensitive issues related to discrimination and harassment were identified.

Joint delivery with constituents, including assessments conducted in Jordan and Haiti with labour inspectors who were able to make onsite visits, even when Better Work staff could only participate remotely. While this required an investment to train constituents and align expectations, it offered the potential to broaden ownership and increase sustainability.

Factory Ambassador Programme with 218 managers and worker representatives from 115 factories in Cambodia and Viet Nam trained on Better Work methodologies to support training, provide advice and conduct virtual compliance checks, when enterprise advisors were unable to be onsite.

Alternative approaches to collect data from workers and managers, including telephone surveys; data collection with external researchers; a blended model in Indonesia; and a pilot in Better Work Viet Nam of an app to both gather and share data from workers and constituents.

221. At the same time, experience in 2020–21 revealed the limitations of digitization and remote delivery. It quickly became clear that virtual interaction is better suited to some ILO activities than others and, conversely, that some ILO work is still more effectively delivered *in situ* due to the human contact and trust required to address sensitive issues. Experience also demonstrated that virtual engagement with constituents is more effective where there is already a basis of trust and previous engagement. At the same time, the accelerated uptake of digital means brought to light the increased risk of cyber-attacks and disruptions caused by unpredictable connectivity.
222. During the biennium, it also became evident that the digitization of ILO services can pose problems in terms of inclusivity, as some institutions and communities are not well placed to access or use digital methods. Lacking digital infrastructure in developing countries has meant that connectivity was a significant issue for constituents, often hampering engagement with the social partners. Vulnerable people, particularly in rural areas, risk being excluded in the labour market due to a lack of skills or their inability to access digital facilities. To that extent, the limited ability to take up digitization in certain countries highlighted the importance of introducing virtual service offerings at an appropriate pace. Looking ahead, the ILO must be careful to avoid unintentionally fuelling a digital divide that would only exacerbate inequalities.
223. Nevertheless, the trend towards digitization will continue, and the ILO must embrace it. The new hybrid modalities taking shape in the world of work have enabled the ILO to become more responsive, efficient and collaborative. The Organization must maintain and build on these improvements, and refrain from reverting to its pre-pandemic practices – for example, in terms

of travel. Rather, as physical presence becomes less of a factor, the focus should be on how to make expertise available independently of where it is located. To continue working effectively with the tripartite constituents, the Office will need to remain agile and strive for the right balance between virtual and in-person delivery modalities. This will require increased investments to safeguard ILO systems and to protect against threats to business continuity. As part of progressively adopting the digital workplace, the ILO will also need to continue exploring and experimenting with innovative ways of working together. In doing so, the Organization should be prepared to take risks, such as trying out new tools with the foreknowledge that some will prove better suited to the ILO's services than others.



The use of cost-effective virtual/remote delivery methods in ILO interventions greatly increased during the pandemic, overcoming a past hesitancy to use these methods. Their continued use in the post-pandemic recovery phase is likely and this may have an enduring and positive effect on ILO's efficiency.

Source: ILO, *ILO's response to the impact of COVID-19 on the world of work: Evaluative lessons on how to build a better future of work after the pandemic*, 2021, 3.

Increasing the sustainability and value-for-money of ILO interventions

224. In an uncertain funding environment, combined with heightened expectations for support from the multilateral system to recover from the crisis, the ILO faces increased pressure to demonstrate value-for-money to its constituents and partners. This calls for resolute prioritization and increased impact, efficiency, transparency and institutional accountability.
225. Overall ILO performance in the biennium shows that the Office managed to meet increased demand for its services while coping with the disruptions and challenges posed by the pandemic. The ILO succeeded in delivering the majority of its expected results, despite some project implementation delays, which can to a large extent be attributed to the Office's capacity to respond swiftly to the changing priorities of constituents, including through the strategic use of all resources entrusted to the Organization. In that regard, the Office introduced timely measures to enable ILO managers to apply and redeploy available resources towards the Office's response to COVID-19.
226. Development cooperation projects played a key role in enabling the continuation and adaptation of ILO activities in the field and the preparation of global products related to COVID-19. At the outset of the pandemic, the Office reviewed the previously agreed work plans of many projects and programmes for any required adjustments and extensions in light of the unforeseen circumstances, and reinforced engagement with development partners. Through constructive dialogue and consultation, the Office garnered the support of many donors and was able to repurpose many project objectives and resources to respond to the emerging needs of constituents, and to mobilize specific voluntary contributions to tackle new challenges.
227. As the ILO continues to refine and streamline its programming and resource allocation processes, the aim of the Office will be to ensure that all activities are planned and budgeted in an integrated manner, independently of the source of funding, adapting to the changing needs of constituents.



The ILO responded to the Centenary Declaration's call to act with urgency, seize the opportunities, and address the challenges to shape a fair, inclusive, and secure future of work with full, productive, and freely chosen employment and decent work for all. Likewise, a number of guidelines issued by ILO's administrative departments served operational purposes in ensuring business continuity, and to implement and deliver services in the context of a challenging work environment.

Source: ILO, *Financial report and audited consolidated financial statements for the year ended 31 December 2020 and Report of the External Auditor*, 110.

- 228.** A recurring lesson from 2020–21 is that the ILO needs to place more importance on ensuring the sustainability of results, rather than limiting itself to delivering time-bound project objectives. Evaluations highlighted the fact that limited capacity of partners on the ground can sometimes prevent programmes from being scaled up after projects end. In certain countries, progress can even be reversed despite previously successful efforts of the ILO and constituents. Experience during the biennium confirmed that ILO interventions which achieve their objectives and results are more likely to persist and sustain their achievements when underpinned by meaningful social dialogue. It also showed that less ambitious, more focused interventions can sometimes lead to more concrete and sustainable results. Additionally, the predictability of funding has proven to be indispensable to the success of ILO interventions. Going forward, the Organization will need to further reflect on how to convert initially fruitful responses into longer-term impact, and how to be better prepared to adapt to unexpected shifts in circumstances in order to safeguard results and ensure the sustainable downstream effects of its work.



The ILO does not pay enough attention to measuring the long-term impact and sustainability of its work in promoting sustainable enterprises. The ILO makes considerable efforts to monitor results, but only during the period of a project, so post-project outcomes and impacts are generally not captured. [...] Support over a longer period may lead to improved outcomes and impact.

Source: *High-level evaluation of ILO's strategy and action for promoting sustainable enterprises 2014–19*, ILO, 2020, 77 and 82.

- 229.** Improving sustainability of results also entails augmenting the ILO's capacity to enhance transparency on performance data and stepping up communication efforts on the concrete results it achieves. To that end, the Organization must keep track more precisely of the work it delivers and must do better at capturing its impact, including on end beneficiaries, while recognizing that outcomes at national level cannot be attributed solely to the ILO's contribution. This also calls for more robust monitoring on a longer timescale, not only in terms of the effects of specific ILO interventions, but also in terms of the ILO's work in given contexts over longer periods. In turn, this may imply conceiving of certain core ILO activities, such as capacity building, as longer-term endeavours. It may also involve rethinking the timescale on which the ILO can most effectively deploy the monitoring and evaluation tools at its disposal. Ultimately, it requires recognition by ILO constituents that the Organization's work, in some contexts, tends to bear fruit over multiple years.



With its technical expertise, its track record in giving tripartite partners a platform to be heard and strive for consensus, a commitment to RBM, high-quality evaluations, transparency, and a strong audit record, it [the ILO] is well placed to remain a trusted partner.

Source: *MOPAN Assessment Brief. Performance at a glance: ILO*, Multilateral Organisation Performance Assessment Network, 2021, 3.

▶ Draft decision

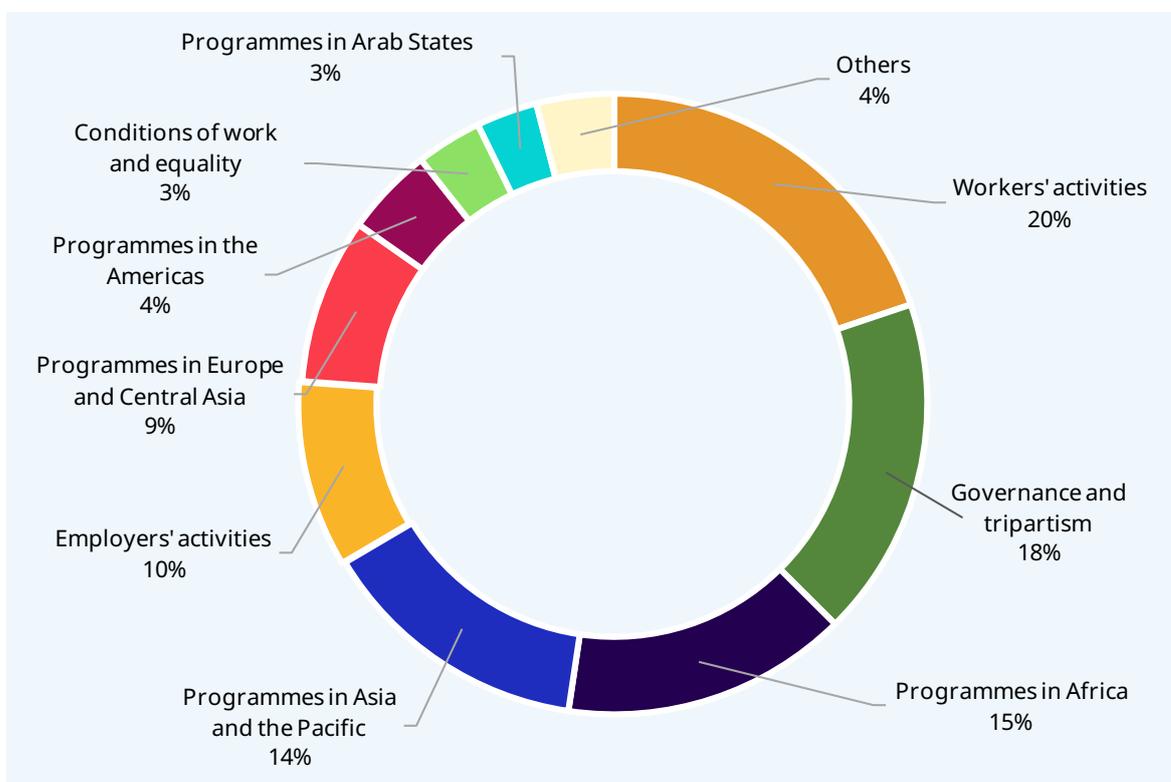
230. The Governing Body took note of the report and requested the Office to take into account the observations made during the discussion.

► Appendix I

Detailed financial data

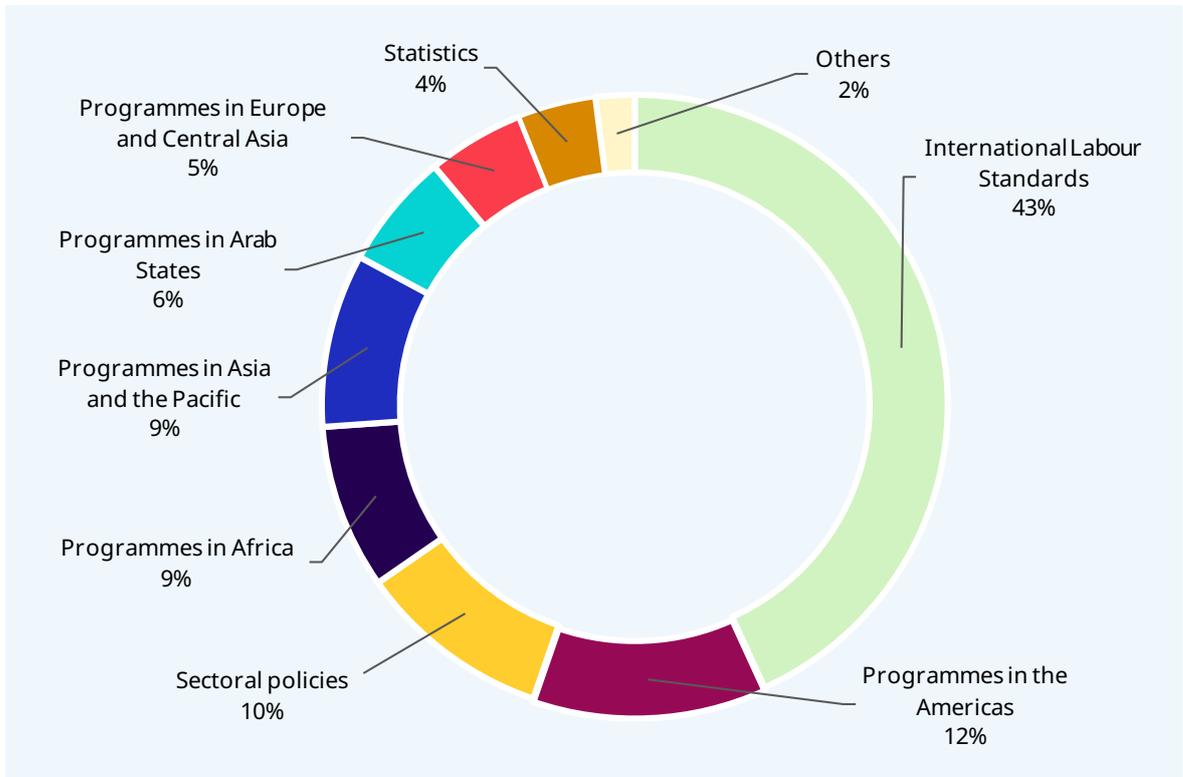
The following figures show the percentage contribution to total expenditure, by policy outcome, of ILO departments at headquarters and programmes in the five ILO regions, as measured by the time spent by regular budget staff in the international professional category on technical and analytical work and services relating to each of the eight policy outcomes.¹ This is a significant measure of contribution to expenditure given that staff costs represent 70 per cent of total regular budget resources.

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

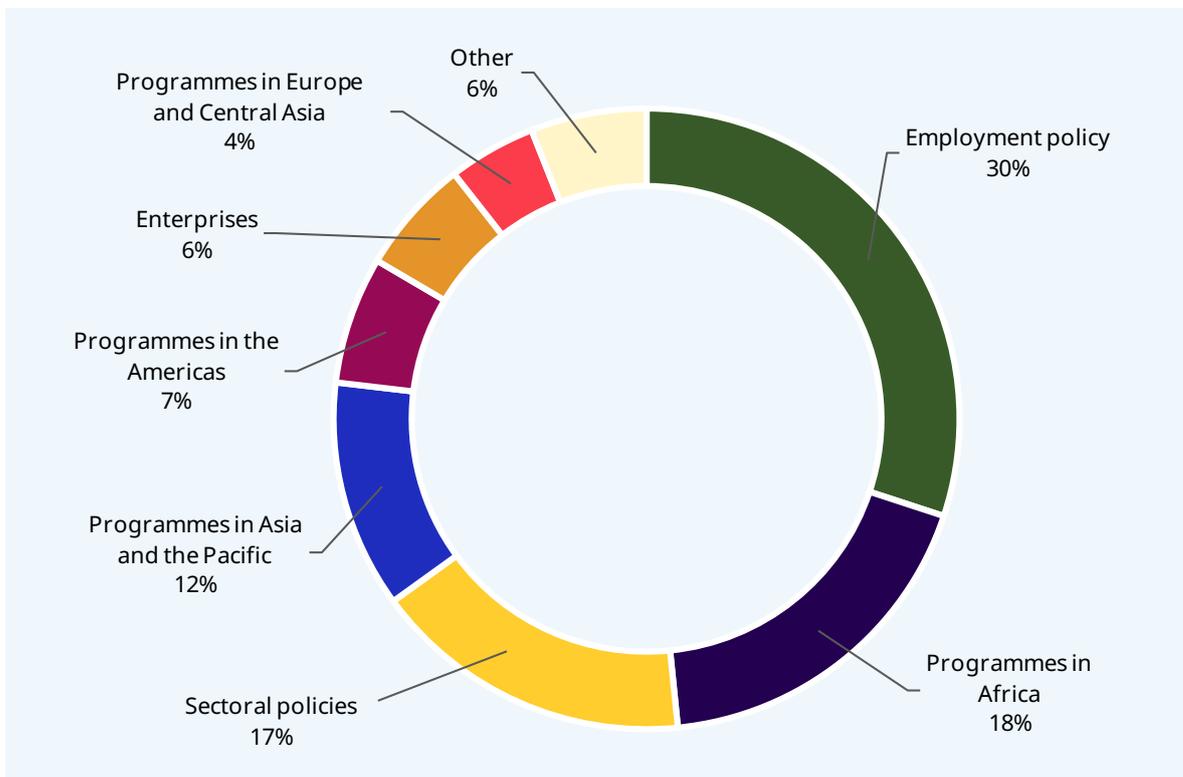


¹ The category "others" groups departments and regional programmes that contribute less than 2 per cent of the total expenditure by outcome.

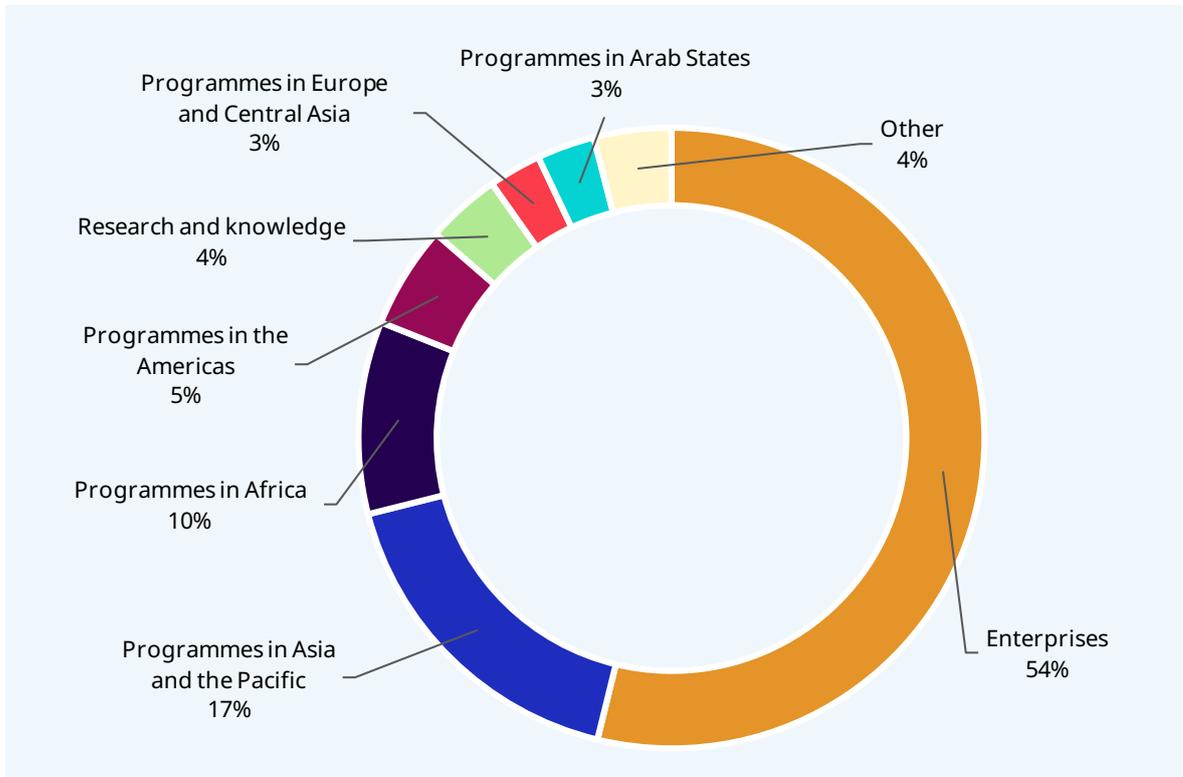
► **Figure I.2. Contribution of ILO departments and regional programmes to policy outcome 2**



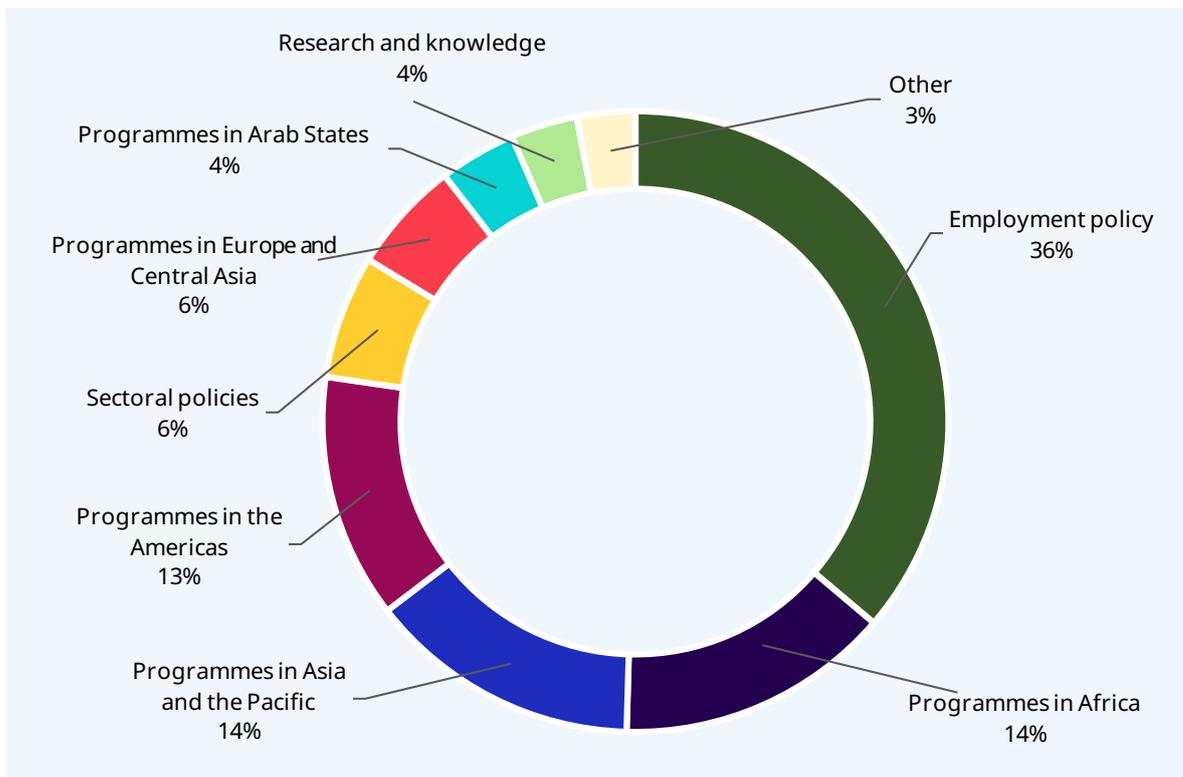
► **Figure I.3. Contribution of ILO departments and regional programmes to policy outcome 3**



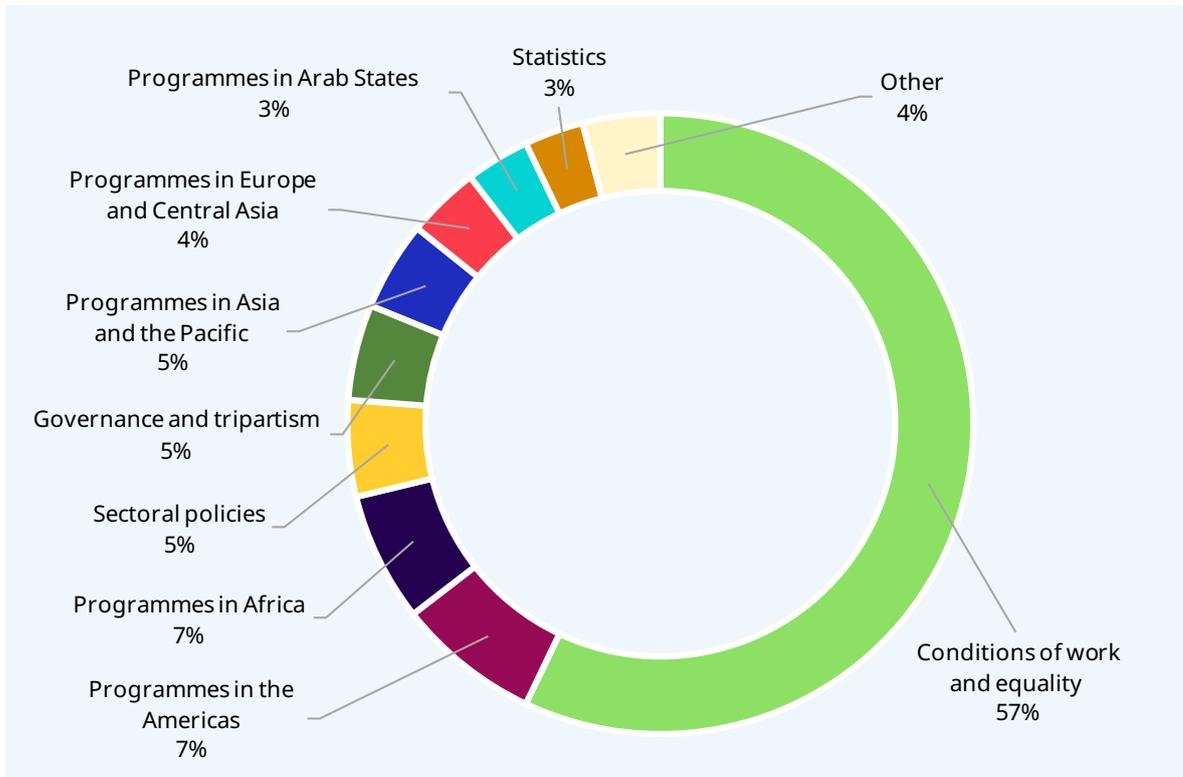
► **Figure I.4. Contribution of ILO departments and regional programmes to policy outcome 4**



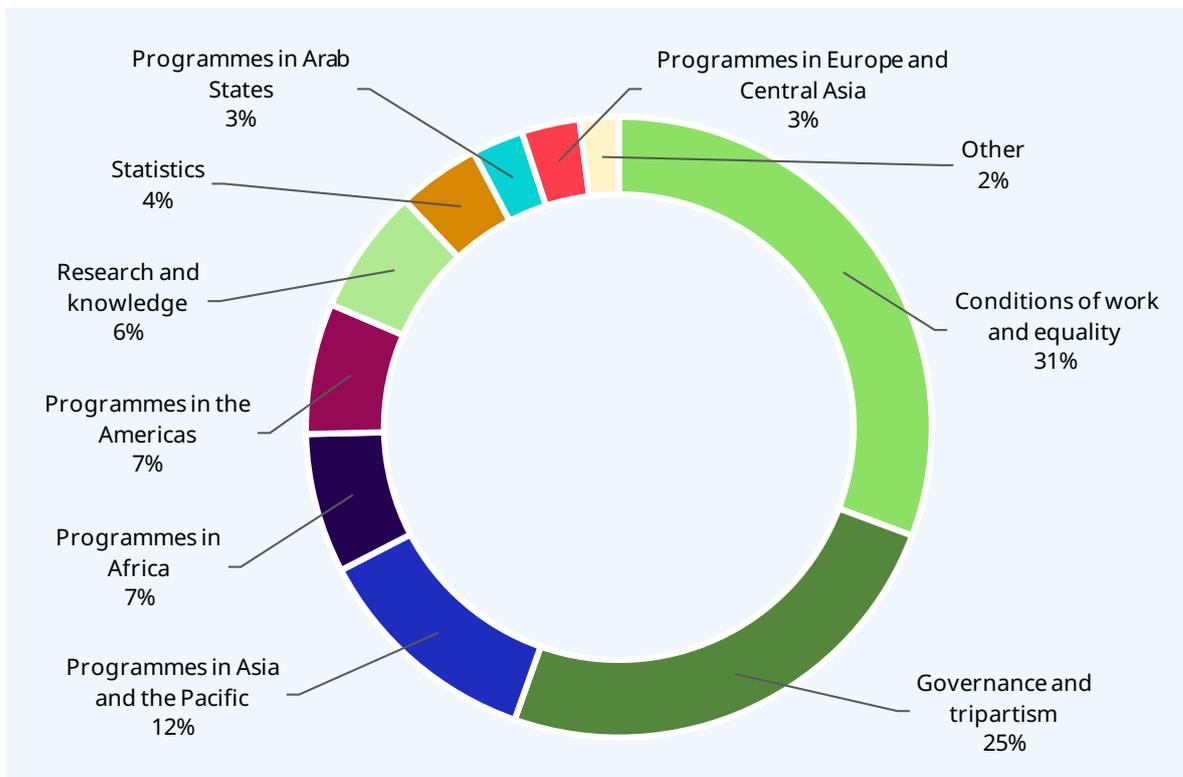
► **Figure I.5. Contribution of ILO departments and regional programmes to policy outcome 5**



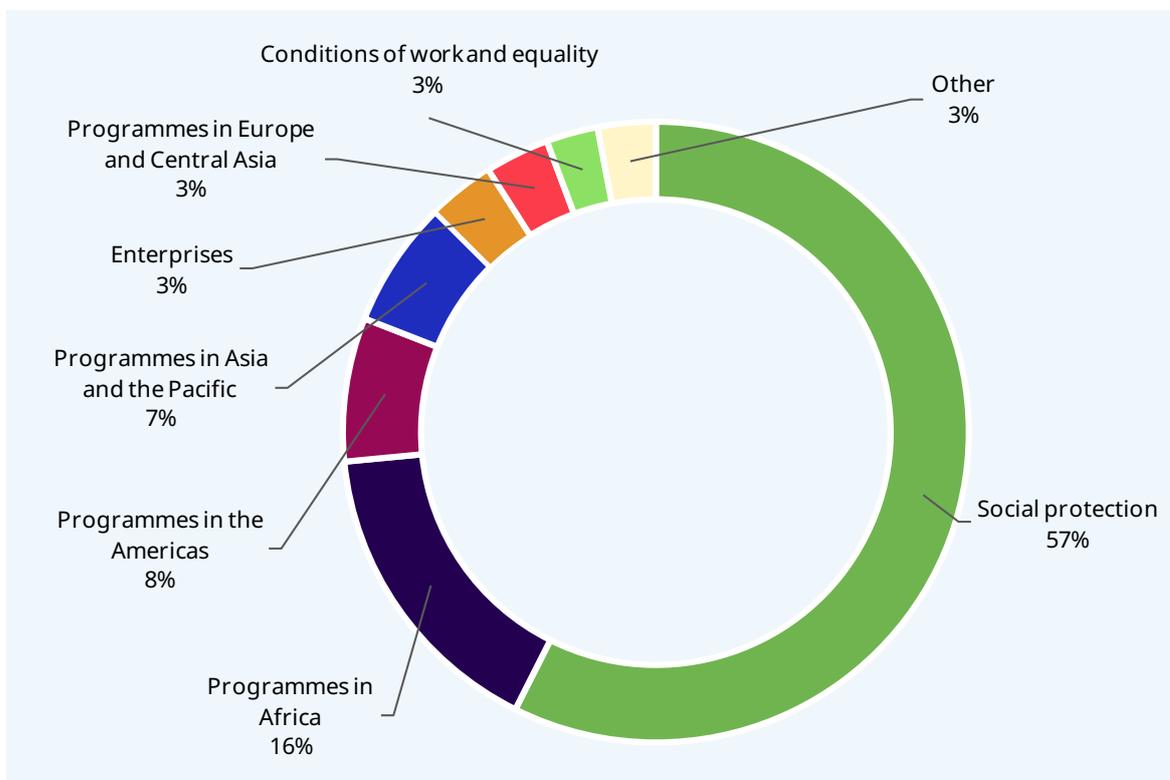
► **Figure I.6. Contribution of ILO departments and regional programmes to policy outcome 6**



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



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



► Appendix II

Policy outcomes, outputs and indicators: Targets and results achieved

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
1. Strong tripartite constituents and influential and inclusive social dialogue.	1.1. Increased institutional capacity of EMBOs.	1.1.1. Number of EMBOs with improved governance systems, strategies to widen representation and/or enhanced service provision.	25	40	8	17	0	9	6
		1.1.2. Number of EMBOs that produce analysis on the changing business environment and conduct advocacy activities to influence policymaking.	15	21	6	7	0	6	2
	1.2. Increased institutional capacity of workers' organizations.	1.2.1. Number of national workers' organizations with innovative strategies to attract new groups of workers and/or to improve their services.	36	28	7	6	5	8	2
		1.2.2. Number of workers' organizations that produce proposals to be considered in social dialogue mechanisms for policymaking.	35	26	4	6	4	9	3

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
	1.3. Increased institutional capacity of labour administrations.	1.3.1. Number of Member States with institutional frameworks for labour administration that address current and new challenges in the world of work.	20	30	10	5	4	8	3
		1.3.2. Number of Member States with targeted strategic compliance plans, developed in consultation with the social partners.	13	9	6	1	1	1	0
	1.4. Strengthened social dialogue and labour relations laws, processes and institutions.	1.4.1. Number of Member States with newly developed or strengthened institutions, mechanisms or regulatory frameworks for social dialogue, labour relations or dispute prevention/resolution that address current and emerging challenges in the world of work.	20	28	14	0	2	6	6
		1.4.2. Number of Member States with improved policies to promote collective bargaining and/or workplace cooperation.	15	17*	5	1	2	9	0

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
2. International labour standards and authoritative and effective supervision.	2.1. Increased capacity of the Member States to ratify international labour standards.	2.1.1. Number of ratifications of fundamental and governance Conventions or Protocols.	30	28	8	4	1	6	9
		2.1.2. Number of ratifications of up-to-date technical Conventions, including those recommended by the Governing Body in the context of the Standards Review Mechanism.	80 **	67	28	17	4	3	15
	2.2. Increased capacity of the Member States to apply international labour standards.	2.2.1. Number of cases of progress in the application of ratified Conventions noted with satisfaction by the supervisory bodies.	45	44	7	9	5	10	13
		2.2.2. Percentage of new UN Cooperation Frameworks that include measures to address issues raised by the ILO supervisory bodies.	10%	10%	-	-	-	-	-
2.3. Increased capacity of the ILO constituents to engage in a forward-looking international labour standards policy.	2.3.1. Percentage of reports on the application of ratified Conventions due by 1 September received in a timely manner that include replies to comments of the supervisory bodies.	40%	40%	40%	34%	33%	34%	47%	

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		2.3.2. Number of Member States with tripartite mechanisms enabling constituents to effectively engage in the implementation of international labour standards at the national level, including reporting to the supervisory bodies.	20	22	8	4	2	5	3
3. Economic, social and environmental transitions for full, productive and freely chosen employment.	3.1. Increased capacity of Member States to formulate and implement a new generation of gender-responsive national employment policies, including for youth.	3.1.1. Number of Member States with new generation of national employment policies addressing country-specific future of work challenges.	24	16	6	2	1	4	3
		3.1.2. Number of Member States with a national strategy for youth employment, as a distinct strategy or as part of a national employment strategy (based on SDG indicator 8.b.1).	18	12	6	3	1	1	1
		3.1.3. Number of Member States with an integrated strategy towards formalization in line with Recommendation No. 204.	12	2	2	0	0	0	0

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
	3.2. Increased capacity of Member States to formulate and implement policies and strategies for creating decent work in the rural economy.	3.2.1. Number of Member States with measures for decent work in rural areas.	15	24	8	7	2	5	2
	3.3. Increased capacity of Member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies.	3.3.1. Number of Member States with policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work.	8	12	5	4	2	1	0
	3.4. Increased capacity of ILO constituents to promote peaceful, stable and resilient societies through decent work.	3.4.1. Number of Member States with programmes to promote peaceful, stable and resilient societies through decent work.	12	15	7	0	3	3	2
	3.5. Increased capacity of Member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older workers.	3.5.1. Number of Member States with strengthened employment services to support transitions to decent work.	25	21	6	5	2	3	5

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
4. Sustainable enterprises as generators of employment and promoters of innovation and decent work.	4.1. Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises.	4.1.1. Number of Member States with a strategy and/or action plan to improve the enabling environment for sustainable enterprises' creation and growth.	16	12	4	3	2	0	3
	4.2. Strengthened capacity of enterprises to adopt new business models, technology and techniques to enhance productivity and sustainability.	4.2.1. Number of Member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability.	29	48	21	6	4	13	4
	4.3. Increased capacity of Member States to develop policies, legislation and other measures that are specifically aimed at facilitating the transition of enterprises to formality.	4.3.1. Number of Member States that have put in place measures that aim to facilitate the transition of enterprises and the workers they employ to formality.	14	17	7	6	0	3	1
	4.4. Increased capacity of Member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human-centred approach to the future of work.	4.4.1. Number of Member States with policies or measures to promote alignment of business practices with decent work priorities and a human-centred approach to the future of work.	10	13	1	6	0	5	1

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
5. Skills and lifelong learning to facilitate access to and transitions in the labour market.	5.1. Increased capacity of the ILO constituents to identify current skills mismatches and anticipate future skill needs.	5.1.1. Number of Member States that have applied ILO approaches to measure skills mismatches and/or anticipate future skill needs at national and/or sectoral level.	15	26	10	5	1	7	3
		5.1.2. Number of Member States with institutionalized national or sectoral mechanisms to measure skills mismatches and anticipate future skill needs.	8	5	1	1	1	1	1
	5.2. Increased capacity of Member States to strengthen skills and lifelong learning policies, governance models and financing system.	5.2.1. Number of Member States with inclusive skills and lifelong learning strategies.	10	10	3	0	1	5	1
		5.2.2. Number of Member States with inclusive skills and lifelong learning governance models.	5	5	2	0	1	1	1
		5.2.3. Number of Member States with financing systems that enable the implementation of inclusive skills and lifelong learning policies.	6	1	0	1	0	0	0

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
6. Gender equality and equal opportunities and treatment for all in the world of work.	5.3. Increased capacity of the ILO constituents to design and deliver innovative, flexible and inclusive learning options, encompassing work-based learning and quality apprenticeships.	5.3.1. Number of Member States that have applied ILO approaches to work-based learning and quality apprenticeships.	12	14	7	1	3	2	1
		5.3.2. Number of Member States with innovative, flexible and inclusive skills programmes and services targeting women, youth or persons in vulnerable situations.	12	24	13	3	3	3	2
		5.3.3. Number of Member States with inclusive skills recognition mechanisms.	8	7	6	0	1	0	0
	6.1. Increased capacity of ILO constituents to promote investments in the care economy and a more balanced sharing of family responsibilities.	6.1.1. Number of Member States with gender-responsive macro-economic policies or strategies to finance the expansion of care-related infrastructure, social protection or public care services, that support the creation of decent employment.	8	4	0	2	1	0	1
		6.1.2. Number of countries with policies to improve labour rights and working conditions in one or more care sectors.	9	5	1	3	1	0	0

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		6.1.3. Number of countries that have measures aimed at more balanced sharing of family responsibilities between women and men.	10	2	0	1	0	0	1
	6.2. Increased capacity of the ILO constituents to strengthen policies and strategies to promote and ensure equal opportunities, participation and treatment between women and men, including equal remuneration for work of equal value.	6.2.1. Number of Member States with policies to promote substantive equality of opportunity and treatment between women and men in the world of work, and strategies for their implementation.	12	8	2	3	1	0	2
		6.2.2. Number of Member States with policies to promote the effective realization of the right to equal remuneration for work of equal value between women and men, and strategies for their implementation.	8	1	0	1	0	0	0
	6.3. Increased capacity of Member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment.	6.3.1. Number of Member States that have reviewed relevant laws and policies in the light of Convention No. 190 and Recommendation No. 206, identified gaps, and taken measures to address them.	20	16	5	3	2	4	2

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
7. Adequate and effective protection at work for all.	6.4. Increased capacity of ILO constituents to strengthen legislation, policies and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations.	6.4.1. Number of Member States that have measures to ensure equality of opportunities and treatment for persons with disabilities and for at least one of the following groups: indigenous or tribal peoples; ethnic minorities; persons living with HIV; or LGBTI persons.	10	20	10	5	0	3	2
		6.4.2. Number of countries with strategies for strengthening collection and analysis of labour market data disaggregated by at least one of the following: disability status; HIV status; ethnicity; indigenous or tribal identity.	7	3	2	0	0	1	0
	7.1. Increased capacity of the Member States to ensure respect for, promote and realize fundamental principles and rights at work.	7.1.1. Number of Member States with integrated programmes on fundamental principles and rights at work.	8	3	1	1	0	1	0
		7.1.2. Number of Member States that have acquired Pathfinder Country Status of Alliance 8.7.	8	4	3	1	0	0	0

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		7.1.3. Number of Member States with newly adopted or updated strategies and action plans to tackle child labour in all its forms.	28	24	10	7	3	3	1
	7.2. Increased capacity of Member States to ensure safe and healthy working conditions.	7.2.1. Number of Member States with national OSH policies or programmes, accompanied by institutional frameworks, addressing specific risks.	26	32	13	7	3	8	1
		7.2.2. Number of Member States with national recording and notification systems that allow the regular reporting against SDG indicator 8.8.1.	10	2	0	0	2	0	0
		7.3. Increased capacity of Member States to set adequate wages and promote decent working time.	7.3.1. Number of countries in which constituents have adopted evidence-based policies or measures to set or update statutory or negotiated minimum wages.	15	16	4	2	2	6
	7.4. Increased capacity of constituents to provide adequate labour protection to workers in diverse forms of work arrangements, including on digital labour platforms, and in informal employment.	7.4.1. Number of countries with a validated diagnosis of diverse forms of work arrangements, including on digital platforms, that identifies possible measures to ensure effective protection of the workers concerned.	10	6	0	5	0	0	1

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
		7.4.2. Number of countries with a validated diagnosis of the informal economy and/or policies, regulations or compliance mechanisms to support the transition to formality of informal workers in formal enterprises or in households.	14	25	12	4	3	3	3
	7.5. Increased capacity of constituents to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers.	7.5.1. Number of Member States with labour migration frameworks or institutional mechanisms to protect the labour rights of migrant workers and promote coherence with employment, skills, social protection, and other relevant policies.	24	20	4	3	1	11	1
		7.5.2. Number of countries with new or improved services to protect the labour rights of migrant workers.	10	29	7	5	3	13	1
		7.5.3. Number of bilateral or regional labour migration frameworks, with monitoring and review mechanisms to protect the labour rights of migrant workers.	11	6	4	1	0	1	0

Policy outcomes	Outputs	Output indicators	Targets	Results achieved					
				Total	Africa	Americas	Arab States	Asia and the Pacific	Europe and Central Asia
8. Comprehensive and sustainable social protection for all.	8.1. Increased capacity of Member States to develop new or reformed sustainable national social protection strategies, policies or legal frameworks to extend coverage and enhance benefit adequacy.	8.1.1. Number of Member States with new or revised national social protection policies to extend coverage, enhance comprehensiveness and/or increase adequacy of benefits.	25	25	9	5	4	5	2
	8.2. Increased capacity of Member States to improve governance and sustainability of social protection systems.	8.2.1. Number of Member States with new or revised policy measures to enable social protection systems to be sustainable and provide adequate benefits.	20	32	19	3	2	5	3
	8.3: Increased capacity of Member States to integrate social protection in comprehensive policy responses to support and protect workers and employers during their life and work transitions.	8.3.1. Number of Member States with new or revised integrated policy responses including social protection to support and protect workers and employers during their life and work transitions.	13	13	4	3	1	4	1

Source: Decent Work Results dashboard and NORMLEX: * Of the 17 results achieved, 9 correspond to collective bargaining (4 in Africa, 2 in the Arab States and 3 in Asia and the Pacific), while 8 correspond to workplace cooperation (1 in Africa, 1 in the Americas and 6 in Asia and the Pacific). ** The target established in the programme and budget document for indicator 2.1.2 (20) corresponded to a limited set of instruments reviewed by the SRM on occupational safety and health, social protection, employment policy and maritime labour. This figure was exceeded during the biennium. The target of 80 is in line with the average number of ratification of up to date technical Conventions in the last three biennia.

► Appendix III

Enabling outcomes, outputs and indicators: Targets and results achieved

Enabling outcomes	Outputs	Output indicators	Target	Results achieved	
A. Authoritative knowledge and high-impact partnerships for promoting decent work.	A.1. More accurate and sustainable statistics on decent work using the latest statistical standards.	A.1.1. Number of Member States that strengthen their labour market statistics, standards and information systems through improved statistical surveys and use of other statistical sources.	15	28	
		A.1.2. Number of Member States for whom data is reported in 2021 to the UN for at least half of the SDG indicators under the ILO's custodianship.	15	22	
	A.2. Authoritative and innovative research to enable policy development and lead on frontier issues in the world of work.	A.2.1. Number of collaborative research reports and associated events on issues of "frontier research".	4 major reports and associated multidisciplinary events.		6 reports produced and presented in multidisciplinary events.
			A.2.2. Number of references to ILO research in Flagship reports published by multilateral agencies.	20% increase in citations of ILO research in Flagship reports published by multilateral agencies.	29% increase (baseline 2018–19: 346 citations; 2020–21: 447 citations)

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
	A.3. Efficient, effective and innovative communication to ensure that ILO-generated knowledge and results have a meaningful impact in the world of work.	A.3.1. Percentage increase in audience reach for the ILO's key digital platforms.	10% increase in: <ul style="list-style-type: none"> • visits to the ILO Newsroom; • sign-ups to the weekly ILO Newsletter; • followers on Twitter, Facebook and LinkedIn. 	<ul style="list-style-type: none"> • 4.8 million visits to the ILO newsroom; 87% increase over the 2018-19 baseline (2.6 million). • 15% increase in subscriptions to ILO newsletter in English; 13% increase in French; 56% increase in Spanish. • 32% increase in followers of English ILO Twitter; 3% decrease in Facebook (no loss in real terms as global page followers migrated to country pages); 140% increase in LinkedIn followers.
	A.4. Strengthened ILO partnerships within the multilateral system for greater integration of the human-centred approach to the future of work into global debates and policies for achieving the SDGs.	A.4.1. Number of partnerships with UN entities, international financial institutions (IFIs) and multilateral institutions or coalitions established or renewed. A.4.2. Number of new targeted training packages for constituents delivered at the global, regional and national levels.	5 partnerships. 5 training packages.	13 partnerships. 9 training packages.

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
B. Effective and efficient governance of the Organization.	B.1. Improved procedures for governance organs and official meetings.	B.1.1. Governance elements in the ILO Centenary Declaration for the Future of Work and its resolution are fully delivered during the biennium.	Substantive progress is made on democratization of the functioning and composition of the Governing Body.	Four meetings of a tripartite working group on democratization took place between December 2020 and September 2021. In June 2021, the International Labour Conference adopted a Resolution on the principle of equality among ILO Member States and fair representation of all regions in the ILO's tripartite governance.
		B.1.2. Timely provision of concise official documents in electronic form for all official meetings and continued application of the paper-smart approach (print on demand only addressing minimal specific and justifiable needs).	100% of official documents are published electronically on time.	100%
			Printed pre-session official documents do not exceed 15%.	No pre-session documents were printed.
			85% of official correspondence sent exclusively in electronic format.	100%

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
		B.1.3. Effective and efficient time management of Governing Body sessions.	10% (+/-) difference maximum with the initial agreed work plan of the meetings.	This indicator, set for physical sessions, was not monitored during the remote sessions conducted in the biennium. Special time saving measures were introduced to allow the GB to accomplish its work in the three hours available for each sitting. These measures proved effective.
	B.2. Enhanced oversight and risk management systems.	B.2.1. The External Auditor's level of satisfaction with the consolidated financial statements.	Unmodified external audit opinion and full compliance with IPSAS maintained.	Target achieved for the years ending 31 December 2019 and 31 December 2020.
		B.2.2. Time required for the effective implementation of audit recommendations.	The units responsible for implementing oversight recommendations provide their action plans within three months of the audit report being issued. All audit recommendations accepted by management are satisfactorily addressed within six months of the report's date.	Average time was 11.4 months. Of the recommendations accepted by management, 98.5% have been satisfactorily addressed; 1.5% have been deferred due to planning considerations. This did not take place within the six month timeframe.
		B.2.3. Percentage of outstanding internal audit recommendations identified in follow-up audit.	10%	No follow-up audits were conducted during the biennium.

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
		B.2.4. Percentage of mandated units and functions that have updated risk registers in accordance with corporate requirements.	100%	100%
	B.3. Increased uptake of evaluation for accountability and organizational learning.	B.3.1. Effective implementation of the ILO results-based Evaluation Strategy 2018–21.	Achieve or surpass the milestones for 2020–21 as set in the Strategy.	Of the 19 biennial milestones and targets, 13 were “fully achieved”, 5 were “partially achieved” and 1 registered modest progress and was therefore considered as “not achieved”.
C. Efficient support services and effective use of ILO resources.	C.1. Innovation and improved business processes.	C.1.1. Percentage of users who report a positive assessment of the effectiveness of ILO support services.	10% increase.	<ul style="list-style-type: none"> • Coordination and control: 34% increase (13 percentual points). • Process and capabilities: 17% increase (9 percentual points).
		C.1.2. Number of new or improved ways of working delivered through innovation across the following dimensions: quality, user focus, transparency, efficiency and team dynamics.	<ul style="list-style-type: none"> • Quality: 50 initiatives. • User focus: 50 initiatives. • Transparency: 35 initiatives. • Efficiency: 35 initiatives. • Team dynamics: 35 initiatives. 	<ul style="list-style-type: none"> • Quality: 73 initiatives. • User focus: 70 initiatives. • Transparency: 61 initiatives. • Efficiency: 81 initiatives. • Team dynamics: 53 initiatives.
		C.1.3. Number of staff that participate in innovation initiatives during the biennium (innovation culture).	600 participants across the Office.	710 participants.

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
	C.2. Improved results-based programming and management systems.	C.2.1. Percentage of DWCPs developed during the biennium aligned with the UN Sustainable Development Cooperation Framework.	100%	100%
		C.2.2. Percentage of ILO country offices that report on the ILO's contribution to the achievement of results in countries through UNINFO.	25%	69% in 2020 81% in 2021
	C.3. Effective development cooperation.	C.3.1. Share of voluntary contributions (XBDC, RBSA) as a percentage of total resources available to the Office.	48%	46%
		C.3.2. Share of un-earmarked (RBSA) and lightly earmarked resources as a percentage of total voluntary contributions.	15%	13%
	C.4. More agile and efficient human resources development.	C.4.1. Effective implementation of the Human Resources Strategy 2018–21: Agility, engagement and efficiency.	Achieve or surpass the milestones for 2020–21 as set in the Strategy.	Considering the 10 indicators of the Human Resources Strategy 2018-21, the ILO has: <ul style="list-style-type: none"> achieved or surpassed the milestone in 6 of the 10 indicators of the strategy (recruitment of staff from less than adequately represented nationalities; relevance of staff training; perception of managers as drivers of change; culture of respectful and inclusive behaviour; use of digital

Enabling outcomes	Outputs	Output indicators	Target	Results achieved
				<ul style="list-style-type: none"> services and use of human resources metrics and workforce analytics); made progress over the baseline but not achieved the milestone in 2 indicators (time to recruit professional staff in development cooperation projects, and gender equality in senior positions P5 and above); not made progress towards the milestone in 2 indicators (mobility and overall compliance with the Performance Management Framework).
	C.5. Improved practices for ensuring environmental sustainability in the Office.	C.5.1. Carbon footprint of ILO-wide air travel.	5% reduction.	83% reduction.
		C.5.2. Carbon footprint of ILO headquarters.	5% reduction.	48% reduction.
		C.5.3. Effective waste management system in ILO headquarters.	5% increase in recycling rate.	7% increase.

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

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

Sources for Outcome C: ILO staff survey on organizational health; Business Innovation Unit tracking system; DWCP repository of information; ILO country office's reports; Financial reports; ILO Human Resources' metrics and analytics; ILO Greenhouse Gases Inventory; Report on building renovation project.