



Governing Body

352nd Session, Geneva, 28 October–7 November 2024

Programme, Financial and Administrative Section

PFA

Programme, Financial and Administrative Segment

Date: 30 September 2024

Original: English

First item on the agenda

The ILO's Strategic Plan for 2026–29

Purpose of the document

The Strategic Plan appended to this document is a high-level, visionary document that presents a strategic vision of the ILO for the period 2026–29 and sets out the substantive and organizational steps towards its realization. The Governing Body is invited to comment on and approve the ILO's Strategic Plan for 2026–29 (see the draft decision in paragraph 5)

Relevant strategic objective: All.

Main relevant outcome: All.

Policy implications: Guidance from the Governing Body will inform the preparation of the programme and budget proposals for 2026–27 and 2028–29.

Legal implications: None.

Financial implications: None.

Follow-up action required: None.

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

Related documents: [GB.340/PFA/1\(Rev.1\)](#); [GB.352/PFA/2](#); [GB.352/INS/21/1](#); [GB.352/INS/4](#).

1. At its 320th Session (March 2014), the Governing Body decided that the ILO should have a medium-term strategic plan aligned with the four-year planning cycle of the United Nations (UN) system.¹ The current [Strategic Plan](#) runs through to the end of 2025 and the Governing Body is now called to adopt one for 2026–29. Constituents have supported strategic plans that are high-level and visionary, while being distinct from but complementary to the programme and budget documents adopted by the International Labour Conference.
2. The purpose of the Strategic Plan, appended to this document, is to set the direction for the International Labour Organization in 2026–29 to accelerate progress towards the Sustainable Development Goals (SDGs) and achieve social justice through decent work, acting upon the outcome of the Second World Summit for Social Development in 2025 (the Second World Social Summit). The Programme and Budget for 2026–27² and 2028–29 will be designed to give operational effect to this Strategic Plan.
3. The Strategic Plan for 2026–29 was developed through a highly participatory approach that included an open call for ideas from all ILO staff members (April–May 2024) and informal consultations with members of the Governing Body (July 2024). It has been framed by the ILO Declaration on Social Justice for a Fair Globalization (2008), as amended in 2022, and the ILO Centenary Declaration for the Future of Work (2019), and has been informed by relevant decisions of the Governing Body and the International Labour Conference, and the ILO’s contribution to the Summit of the Future (2024) and the Second World Social Summit. It builds on lessons learned from the implementation of both the Strategic Plan 2022–25 and the ILO programme in 2022–23, in particular:
 - the growing global recognition of social justice and decent work as driving forces for recovery from the COVID-19 pandemic and, in the longer term, for a more equitable and sustainable future;
 - the increasing interdependency of multiple challenges in the world of work and the imperative for coordinated, coherent and integrated multilateral support focused on decent employment creation, rights at work and social protection;
 - the importance for the Organization to be flexible and adaptable to respond to the emerging needs of the tripartite constituents and boost the ILO’s resilience, agility and accountability.
4. The Strategic Plan for 2026–29 continues to pursue the ILO’s mandate to advance social justice through decent work with a human-centred approach, which underpinned the Strategic Plan for 2022–25 in line with the provisions of the Centenary Declaration. However, it covers a period characterized by profound transformations, and therefore places greater emphasis on:
 - promoting a renewed social contract anchored in the ILO’s mandate and the Decent Work Agenda to address protracted and emerging deficits in social justice and decent work;
 - strengthening the institutions of work based on international labour standards and tripartism and social dialogue;
 - supporting workers and enterprises in navigating transitions to formality and towards the green and digital economies;

¹ [GB.320/PFA/3](#); [GB.320/PV](#), para. 664.

² See the preview of the Programme and Budget proposals for 2026–27 in [GB.352/PFA/2](#).

- playing a critical role in a reinvigorated multilateralism that fosters international solidarity and enhances policy coherence at all levels with a view to accelerating progress towards the SDGs and acting on the outcome of the Second World Social Summit.

▶ Draft decision

- 5. The Governing Body endorsed the ILO's Strategic Plan for 2026–29 appended to document GB.352/PFA/1 and requested the Director-General to take account of the views expressed during the discussion when implementing the Strategic Plan and preparing the Programme and Budget proposals for 2026–27 and for 2028–29.**

▶ Appendix

The ILO's Strategic Plan for 2026–29 – Delivering social justice through decent work in times of uncertainty

I. Rising to the challenges and seizing the opportunities

Hope amid global economic and social instability

1. Today's world is undergoing rapid and profound changes. Technological progress and investments in the green economy, among other developments, open up opportunities for sustainable and inclusive economic growth, innovation and productivity gains, which can improve well-being and prosperity. This, however, does not happen automatically, and these transformations – together with demographic shifts and changing patterns in globalization – pose a number of challenges for decent work, social cohesion and social justice. This calls for a range of policy responses to support the profound adaptations required on the part of workers, employers, governments and society at large.
2. Although most regions have seen significant improvements in education, health and overall living standards, overlapping crises since the start of the decade have been hindering peace, economic growth and stability in many countries. Moreover, the world is grappling with widening structural inequalities within and between countries, as well as a deterioration in the rule of law and a shrinking democratic space. Such inequalities are starkly manifest in the persistence of poverty, the precarity of those in the most vulnerable situations, and the regress of women's rights in certain regions. Progress on the Sustainable Development Goals (SDGs) has stalled, and even reversed in some cases.
3. Attitudes and world views are also evolving. In some countries, the widespread aspiration for social justice and environmental sustainability is manifested in recent civic movements through which citizens aim to have a voice and agency to shape their own life and their future. At the same time, growing public distrust in public institutions poses a threat to democracy and social stability. Globally, uneven commitment to the universal values enshrined in United Nations (UN) treaties and shrinking confidence in international solidarity have resulted in declining support for multilateralism as being indispensable to solve common challenges.
4. In 2026–29, the ILO and its constituents will likely be working in an increasingly fragmented and uncertain context. With many countries under strain from a combination of multiple crises, long-term structural transformations and limited fiscal space to handle growing obligations, progress towards economic, social and environmental objectives is by no means a given. Nevertheless, there is a recognition of the urgency of intensifying efforts and collaboration to accelerate progress towards the SDGs. The UN is mobilized to ensure appropriate follow-up to the outcomes of the Summit of the Future, the Second World Summit on Social Development and the Fourth International Conference on Financing for Development.

Decent work as the cornerstone of social justice

5. Overall, the global labour market has displayed strong resilience in the face of economic downturns, technological disruptions and evolving work patterns. Economic activity in all regions has recovered to pre-pandemic levels and global economic prospects are more stable. In 2023, global unemployment decreased to 5.2 per cent – well below the 2019 levels – the

employment-to-population ratio increased to 57.7 per cent and global youth unemployment stood at 13 per cent, down from 13.8 per cent in 2019.

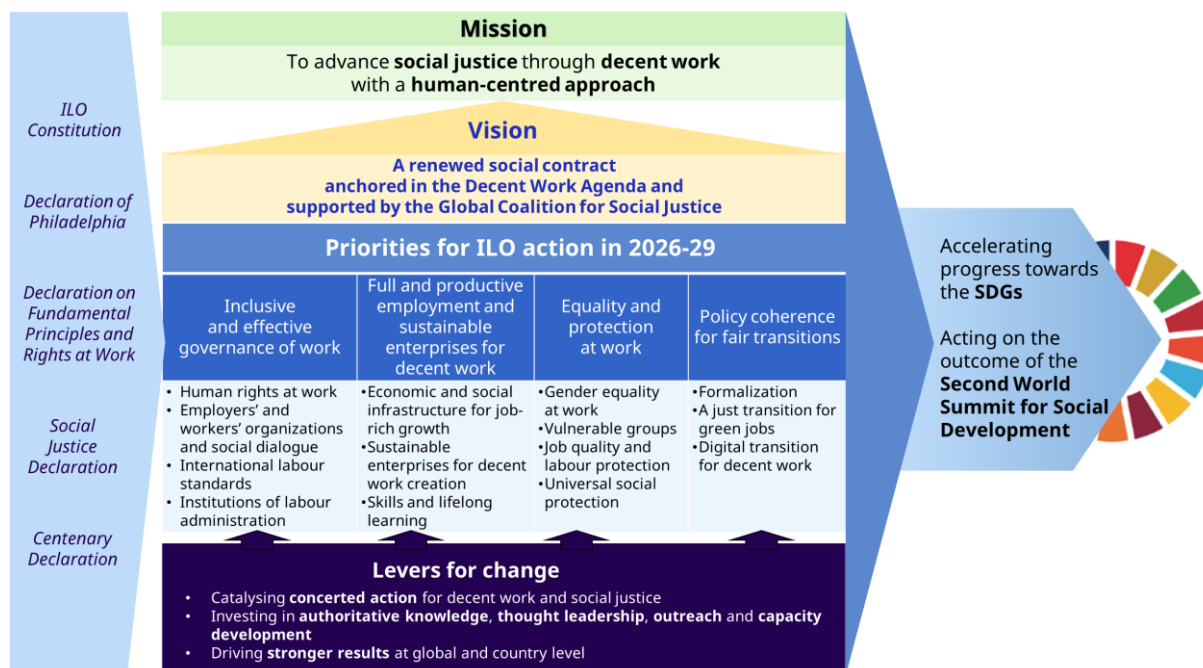
6. In some respects, however, the prospect of decent work for all remains elusive. The global jobs gap is still very high, equivalent to 402 million people in 2024. Many individuals in employment are trapped in jobs beset by unsafe and unhealthy working conditions, low wages and inadequate protection. More than two thirds of the global workforce are in informal employment, over 4 billion people worldwide still lack any social protection, and recent global trends show an increase in child labour and forced labour. Enterprises, particularly micro, small and medium-sized enterprises, continue to face limited access to finance, skilled workers and technology, which undermines their capacity for regulatory compliance and constrains their ability to grow sustainably and create decent work.
7. Rising geopolitical tensions are compromising the international cooperation needed to deliver social justice based on the ILO's body of internationally recognized standards. In this context, the world of work has seen a partial erosion of labour rights, with some countries reversing progress made in respect of fundamental principles and rights at work, in particular freedom of association and the effective recognition of the right to collective bargaining. This trend is eroding the space for inclusive social dialogue and limiting the capacity of workers' and employers' organizations to contribute to the shaping of economic, social and environmental policies that promote peaceful, resilient and inclusive societies.
8. At the same time, there are opportunities to make progress on decent work. As inequality and poverty persist despite considerable prosperity, attention is increasingly focused on the need for social justice. There is increased consideration for labour rights in international cooperation, trade agreements and work related to supply chains. Furthermore, the rise of artificial intelligence (AI) and the acceleration of automation and digitalization are bringing about potentially significant changes in job quantity and quality, employment relationships, work organization and revenue streams in both developed and developing countries. This provides workers with new possibilities to engage in diverse forms of work arrangements and access global job opportunities, while enterprises can access a diverse talent pool and implement scalable workforce solutions to drive innovation and growth. These developments herald potentially significant increases in productivity and well-being, particularly if enterprises are able to contend with rapid shifts in economic paradigms, workers are able to keep pace with new demands, the benefits of economic growth are shared by all members of society and new challenges to decent work are properly addressed. This requires stronger and more effective institutions of work, social dialogue in all its forms, and tripartism.

II. A renewed social contract to deliver social justice and decent work for all

9. The opportunities and challenges highlighted in section I demand steadfast determination and concerted action, both internationally and within countries, to realize the collective aspiration for social justice and decent work. In keeping with the UN Secretary-General's report, *Our Common Agenda*, which calls for "a renewed social contract", the reports of the ILO Director-General to the International Labour Conference in both 2023 and 2024 outline a vision for pursuing the ILO's constitutional mandate for social justice in the years ahead with a renewed social contract supported by the Global Coalition for Social Justice.

10. The ILO has the responsibility, capacity and means to ensure the realization of the vision of a renewed social contract that makes social justice the foundation of lasting peace, shared prosperity, equal opportunities and a just transition. The ILO Constitution and landmark declarations – the Declaration of Philadelphia (1944), the Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022, the Social Justice Declaration (2008), as amended in 2022, and the ILO Centenary Declaration for the Future of Work (2019) – define the framework for the ILO’s action. The shared beliefs that universal and lasting peace can be established only if it is based upon social justice, and that poverty anywhere constitutes a danger to prosperity everywhere, continue to be the source of inspiration for policies and institutions to address human dignity, freedom and equality. The ILO’s core principle that labour is not a commodity remains as relevant as ever. International labour standards, tripartism and social dialogue provide key means to renew the social contract, with social justice and decent work at its core.
11. Laying the groundwork for an inclusive and sustainable world of work and a renewed social contract will necessitate a sustainable development paradigm reimagined as being *of humans, by humans and for humans*, founded on the human-centred approach called for by the Centenary Declaration. This requires: protecting rights at work and strengthening people’s capabilities (*of humans*) for productive employment and decent work through sustainable enterprises; enabling workers and employers and their organizations to actively participate in the processes and decision-making that affect their lives (*by humans*) through inclusive and effective social dialogue and tripartism; and ensuring that people can enjoy a fair share of the fruits of progress (*for humans*) through strengthened institutions of work and adequate labour and social protection.
12. To realize its mandate and mission, over the period 2026–29 the ILO will continue to **advance social justice through decent work with a human-centred approach**. The Organization’s efforts will be guided by its vision for a **renewed social contract, anchored in the Decent Work Agenda and supported by the Global Coalition for Social Justice**, that places the rights and aspirations of all people for social justice and decent work at the heart of economic, social and environmental policies. It will forge ahead with action under **four mutually supporting priority areas**: (i) inclusive and effective governance of work; (ii) full and productive employment and sustainable enterprises for decent work; (iii) equality and protection at work; and (iv) policy coherence for fair transitions.
13. Supported by joint efforts under the Global Coalition for Social Justice, **three levers for change** – (i) catalysing concerted action for decent work and social justice; (ii) investing in authoritative knowledge, thought leadership, outreach and capacity development; and (iii) driving stronger results at the global and country levels – will support delivery and the achievement of results along the four priority areas. These priorities and levers will aim at **accelerating progress towards the SDGs**, acting on the **outcome of the 2025 World Summit for Social Development** (the Second World Social Summit), and shaping the post-2030 global development agenda with the goal of generating social justice and decent work for all.
14. Figure 1 summarizes the change pathway of the Strategic Plan.

► Figure 1. The change pathway of the Strategic Plan 2026–29



III. Priorities for ILO action in 2026–29

- Throughout 2026–29, the work of the ILO will be anchored in the Decent Work Agenda and will continue to strive for progress under its four strategic objectives: employment; social protection; social dialogue and tripartism; and fundamental principles and rights at work. It will do so through policies, measures and investments centred on people, institutions of work and economic growth for full employment and decent work, as called for in the Centenary Declaration.
- Within this framework, the four priority areas illustrated in figure 2 will focus and operationalize the ILO's response to the pressing need to address the challenges to social justice and decent work outlined in section I. These priority areas are interconnected and mutually supporting, and together will pave the way for an inclusive and sustainable world of work and a renewed social contract, contributing to progress towards the SDGs.
- Underpinning the work in the four priority areas are the two permanent comparative advantages of the ILO: social dialogue and tripartism, and international labour standards. Gender equality and non-discrimination will be mainstreamed into all ILO interventions.
- At the country and regional levels, the direction of change pursued by the ILO will continue to be based on national development priorities and priorities agreed by constituents in the context of Decent Work Country Programmes and UN Sustainable Development Cooperation Frameworks.

► **Figure 2. Four interconnected and mutually supporting priority areas**

Inclusive and effective governance of work

19. Strong institutions contribute to greater resilience and more sustainable development outcomes. In the current climate of political fragmentation, it is crucial to revitalize and restore trust in public institutions, and particularly the institutions of work. The effective and inclusive governance of work relies on a level playing field based on national labour and employment policies rooted in the universal “rules of the game” set by international labour standards and on the ability of the tripartite constituents to shape decent work outcomes through social dialogue.
20. In 2026–29, the ILO will focus on:
 - (a) **Promoting, respecting and realizing fundamental principles and rights at work.** The fundamental principles and rights at work¹ are human rights and are key to the foundation of inclusive and just societies. The ILO will intensify efforts to support countries in promoting, respecting and realizing all five categories of fundamental principles and rights at work, in recognition of their inseparable, interrelated and mutually reinforcing nature, and based on national circumstances and needs. ILO action will be driven by the Conclusions concerning the third recurrent discussion on fundamental principles and rights at work, adopted by the International Labour Conference in June 2024, and will focus on the thematic priorities agreed by tripartite constituents therein. These include: the informal economy, with due attention to rural areas; enterprises and supply chains; situations of crisis and fragility; a just transition towards environmentally sustainable economies and societies for all; and the digital economy.

¹ These are: (i) freedom of association and the effective recognition of the right to collective bargaining; (ii) the elimination of all forms of forced or compulsory labour; (iii) the effective abolition of child labour; (iv) the elimination of discrimination in respect of employment and occupation; and (v) a safe and healthy working environment.

- (b) **Strengthening employers' and workers' organizations and ensuring effective social dialogue.** Strong, democratic, independent and representative employers' and workers' organizations are vital for coordinating and amplifying the voice of diverse actors in the economy. Together with effective and adequately resourced labour administrations, robust and inclusive social dialogue institutions and processes, including collective bargaining, underpinned by adequate regulatory frameworks, and conflict prevention and resolution mechanisms, they are the bedrock of labour market governance and a prerequisite for social justice. The ILO will support employers' and workers' organizations in playing a key role in shaping and upholding a renewed social contract, in particular by enhancing their capacity to influence progress in labour, economic, social and environmental matters and to promote peaceful, resilient and inclusive societies. Action will continue to consolidate their independence and representative legitimacy, and to reinvigorate social dialogue and tripartism as a tested means of devising agreed and sustainable solutions.
- (c) **Setting and upholding robust international labour standards that respond to the needs of a changing world of work.** International labour standards offer an agreed policy framework for addressing key issues in the world of work. To remain responsive to the continued evolution of the world of work and to the new challenges faced by workers and enterprises, the ILO will speed up the work to update existing technical standards through the Standards Review Mechanism Tripartite Working Group's completion of its review of international labour standards. Work on new standard-setting will focus on addressing gaps in coverage arising from the transformations and transitions taking place in the world of work. Support for the effective implementation and supervision of standards will remain central to the work of the Organization, including through strengthening of the ILO's supervisory system.
- (d) **Strengthening and consolidating institutions of labour administration.** Labour administration and inspection systems, together with judicial and non-judicial institutions and procedures to deal with labour disputes, play a crucial role in protecting workers and creating the enabling conditions for sustainable enterprises, and are essential to securing a culture of prevention and compliance in the workplace. In order to drive legislative processes that can adapt to the changing demands of the workplace, ensure sustainable reforms and guarantee adherence to agreed norms and regulations, they must receive the necessary support from governments. ILO action will continue to focus on improving the effective and efficient functioning of these institutions, including by supporting them to adapt, innovate and harness technologies and by strengthening capacities to secure compliance, facilitate access to justice, tackle persisting and new challenges in the world of work and promote sound labour relations.

Full and productive employment and sustainable enterprises for decent work

21. Inclusive growth and equality rely on economic activity generating sufficient gains to lift overall living standards. However, economic growth, while necessary, does not automatically lead to the creation of decent jobs. Comprehensive policies, programmes and measures are needed to expand access to and build capabilities for full, productive and freely chosen employment and decent work through sustainable enterprises.
22. In 2026–29, the ILO will focus on:
- (a) **Promoting investments in economic and social infrastructure and strategic sectors that create decent work.** Pro-employment economic, trade, industrial, sectoral and

digital transformation policies as part of comprehensive employment policy frameworks are essential for the creation of decent and productive jobs and inclusive structural transformation that allow individuals and communities to escape the trap of poverty and improve living standards. The ILO will support governments and social partners in the design and implementation of such frameworks, so that enterprises and workers have the capacity to create and access decent jobs, including in the care, green, digital, solidarity and rural economies, enhancing productivity and increasing their resilience to structural transformations and crises. ILO action will also focus on strengthening countries' policies and capacities to implement inclusive active labour market programmes and employment services to support transitions, especially for women, young people, migrant workers and people in vulnerable situations.

- (b) **Fostering an enabling environment for sustainable enterprises and decent work creation.** Sustainable enterprises, alongside the public sector, are important generators of employment and promoters of innovation and decent work. The ILO will promote comprehensive strategies and policies aimed not only at building capacities, but also at boosting productivity by addressing the internal factors affecting enterprises' ability to create value and the external factors affecting the broader business environment in which they operate. Targeted support will focus on micro, small and medium-sized enterprises, including in supply chains, the circular economy and the informal economy. More efforts will be devoted to supporting enterprises in harnessing the full potential of technological progress and productivity increases with a view to enhancing their sustainability and their capacity to create decent work in the digital age.
- (c) **Expanding access to skills development, apprenticeships, lifelong learning and quality education to enhance productivity growth and employment outcomes.** For countries to achieve more productive and sustainable employment, workers not only need to be equipped with relevant knowledge and skills through quality education, but also need opportunities to acquire and renew skills to make smooth transitions between jobs throughout their careers. This is particularly important for effectively integrating young people into the labour market and for helping older workers to adapt to new technological advances and shifting industry demands. The ILO will support coordinated efforts to build integrated national approaches to skills development so that individuals and enterprises can acquire and access the skills they need and deploy them in a way that benefits everyone, with a view to bridging the digital divide.

Equality and protection at work

- 23. While equality of treatment and of opportunities is a crucial feature of social contracts, an open labour market and a level playing field alone are often insufficient to guarantee equitable outcomes. On the path to social justice, therefore, it is critical to tackle inequalities, eliminate discrimination and address the need to leave no one behind. This must be achieved not only through equal access to opportunities but also through greater inclusivity in decision-making, a more comprehensive recognition of the work that sustains societies and an equitable distribution of income and wealth, so as to ensure that all members of society are able to contribute to and benefit from economic and social progress.
- 24. In 2026–29, the ILO will focus on:
 - (a) **Realizing gender equality at work.** Gender equality is a founding value of the ILO and a universally recognized fundamental principle and right at work. For meaningful advancements to occur on this front, the ILO will intensify action to support the effective

realization of equality in opportunities and treatment between women and men by implementing a transformative agenda on gender equality that enables constituents to: develop legal, policy and institutional frameworks focused on equality and inclusion; bolster the representation of women in decision-making processes; improve care services, infrastructure and conditions for care workers; reduce the gender pay gap; and end violence and harassment in the world of work.

- (b) **Protecting and supporting people and groups in vulnerable situations.** Reducing economic and social disparities is vital to ensuring that all people can enjoy a decent standard of living. Yet the impacts of major socio-economic transitions and shocks tend to be accentuated for the members of society in the most vulnerable situations. Attention must therefore remain focused on addressing the needs and rights of the groups and communities most vulnerable to exclusion, discrimination and human rights abuses and on ensuring that their voices are heard and acted upon through social dialogue. ILO action will support constituents in guaranteeing the same services, rights and protections for workers in all forms of employment, including but not limited to migrant workers, indigenous peoples and persons with disabilities – particularly those in supply chains, informal and rural economies, and fragile settings.
- (c) **Ensuring quality jobs and labour protection.** Income security, adequate wages, appropriate working hours and working time arrangements, and a safe and healthy working environment are all central to people’s well-being and enterprises’ sustainability. Labour protection and the fair distribution of wages are a key determinant of social justice and contribute to more productive and diverse workforces. To help uplift the working poor and guarantee protections for all workers, ILO action in support of constituents will focus on: regulating minimum and maximum working hours and promoting flexible working arrangements enabled by technology; revitalizing policies on minimum wages and living wages through wage-setting processes and collective bargaining; and adopting a prevention culture regarding occupational safety and health by strengthening infrastructures and management.
- (d) **Achieving universal social protection.** Social protection, in conjunction with employment policies, enhances living standards, mitigates inequalities and shields people from shocks by pooling risks and extending coverage to those who are inadequately protected. It enables workers and their families to navigate their life and work transitions. It is also a productive factor in helping people, enterprises and economies to prosper, and facilitates structural transformation. The ILO will harness heightened global awareness to extend social protection and work with Member States to build robust social protection systems by anchoring them in rights-based policy and legal frameworks, strengthening their governance and administration, and enhancing coordination with employment and other economic and social policies. It will work with its constituents as well as the international financial institutions to ensure adequate and sustainable financing of social protection systems.

Policy coherence for fair transitions

25. A central tenet of social justice holds that in times of extraordinary change and disruption, societies have a moral obligation to manage transitions proactively to ensure that they are as fair and inclusive as possible and benefit all. In today’s world, amid the technological, environmental and other shifts already under way, this entails supporting workers, employers and governments in navigating and harnessing the upsides of such transformations, while also protecting them from the risks and equipping them to adapt to change. For such support to

be effective, relevant measures and interventions across diverse policy areas, as well as multilateral support, should be coherent and mutually reinforcing, thereby generating synergies for improved results and impact.

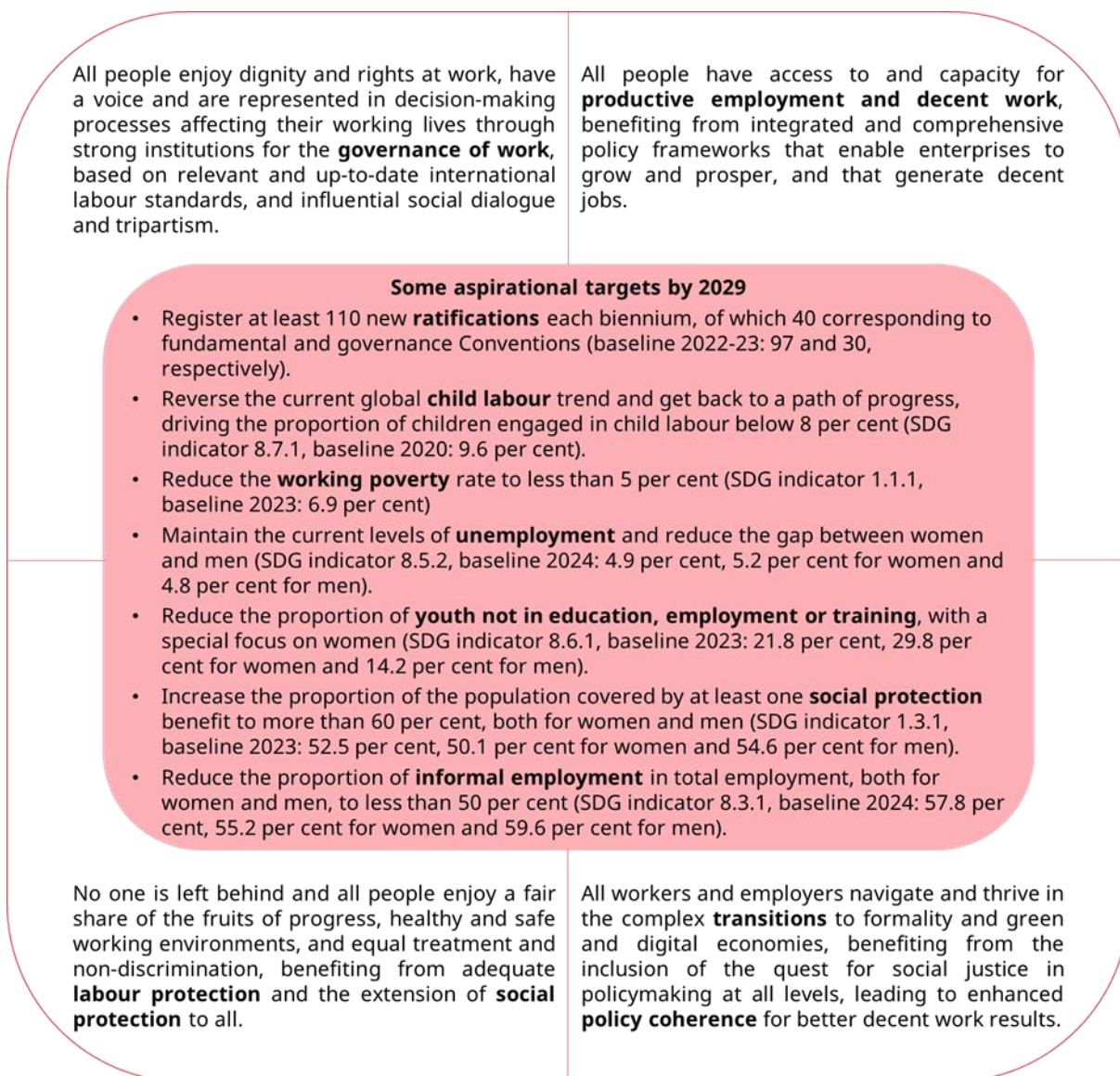
26. In 2026–29, capitalizing also on the reach and achievements of the Global Accelerator on Jobs and Social Protection for Just Transitions, the ILO will focus on:

- (a) **Supporting the transition from the informal to the formal economy.** Informal economies, while heterogeneous, are typically characterized by a high incidence of poverty, inequality and vulnerability and widespread decent work deficits. Steadily transitioning employers and workers in the informal economy into more sustainable and formally recognized employment relationships is therefore critical for boosting productivity, providing access to markets and capital, improving working conditions and protecting workers' rights. It is also a prerequisite for extending access to social protection for workers employed by companies and domestic workers alike. To facilitate the transition to the formal economy and thereby promote fair competition, while helping protect formal jobs from becoming informal, the ILO will strengthen the capacity of governments and employers' and workers' organizations to respond to the needs of enterprises and workers in the informal economy – with a focus on youth and women – by making the formalization of enterprises easier and more attractive and by improving access of people in the informal economy to rights and protection, including through the use of digital technologies.
- (b) **Facilitating a just transition towards environmentally sustainable economies and societies.** Changing weather patterns and the gradual deterioration of the environment are already having a significant social and economic toll on workers and companies. As displacements due to weather-related phenomena lead to increased migration flows across borders, countries are left to contend with the interconnected challenges presented by the shift towards greener business models and creation of green jobs, and by population changes that also affect the composition of the workforce. Policies to mitigate climate changes might have serious adverse effects, in particular for the most vulnerable. To help countries address these issues and build more resilient enterprises and economies in the process, the ILO will support integrated policies, measures and programmes that facilitate a just transition for companies, workers and societies towards more sustainable, low-carbon and circular economic models for the creation of decent jobs.
- (c) **Ensuring technological advances remain human-centred and support fair and inclusive progress in the world of work.** The emergence of digital labour platforms and advanced generative AI systems, combined with the accelerating pace of digitization, robotics and automation, have created new businesses and jobs, but are also impacting job quality and potentially leaving part of the workforce behind. ILO action will focus on supporting countries in implementing strategies that promote decent job opportunities in the digital economy, protect workers' rights and privacy, expand access to the labour market and public services, invest in skilling and lifelong learning, and ensure job quality amid diverse forms of work arrangements and the evolving employment relationships between workers and employers that they bring about. Targeted action will focus on supporting international and public-private collaboration to tackle the digital divide, including through skilling. Moreover, the ILO will play an active role in the global governance of AI, including through a standard-setting tripartite negotiation on decent work in platform economy, and support countries in promoting inclusive and effective governance for the digital economy, in order to ensure that the digital transition

accelerates the achievement of decent work and the realization of fundamental principles and rights at work.

27. Figure 3 describes how work in the four priority areas is expected to impact people, and includes some aspirational targets to be achieved by 2029, which can serve to track progress.

► **Figure 3. ILO contribution to progress towards social justice and decent work by 2029 ***



* SDG indicators for which the ILO is the custodian and for which data are available will be used to monitor progress towards the aspirational targets during the implementation of the Strategic Plan. More detailed information will be provided in the programme and budget documents.

IV. Delivering the Strategic Plan: Levers for change

28. To deliver on the priorities set for 2026–29 and achieve sustainable results, the ILO will need to (i) catalyse concerted action for social justice and decent work; (ii) invest in authoritative knowledge, thought leadership, outreach and capacity development; and (iii) drive stronger results at the global and country levels.

29. Informed by the UN Secretary-General's vision for a reinvigorated, forward-thinking UN system, the ILO will further develop its internal digital and data analysis capacity, adapt AI tools and promote innovation to boost these three levers of change, thereby enhancing its organizational agility, accountability and impact.

Catalysing concerted action for social justice and decent work

30. In 2026–29, the ILO's capacity to shape the global agenda will depend in large part on its ability to assume a leadership role in defining the features of the renewed social contract, particularly through the follow-up to the Second World Social Summit and the establishment of the post-2030 global sustainable development framework. The Global Coalition for Social Justice will be a key vehicle to catalyse support for and amplify the scale and reach of the ILO's action in this area.
31. At a time when joined-up and coherent action is urgently needed, the ILO's impact increasingly depends on its capacity to expand and deepen its strategic partnerships, including with UN agencies, international financial and trade institutions, other economic organizations and civil society. It also requires the Organization to sustain its presence and influence in multilateral processes, such as the G20, G7 and the BRICS grouping (Brazil, Russian Federation, India, China and South Africa), and to forge more diverse and inclusive alliances with regional intergovernmental organizations and other groups and institutions in order to leverage their complementary perspectives and comparative advantages. Under the umbrella of the Global Coalition for Social Justice, the Organization will continue to spearhead transformative multi-stakeholder partnerships, such as the Global Accelerator on Jobs and Social Protection for Just Transitions, Alliance 8.7, the Equal Pay International Coalition, the Social Protection Inter-Agency Cooperation Board, Climate Action for Jobs, and the Global Initiative on Decent Work for Youth.
32. Making the best use of these opportunities requires intensified efforts to mobilize resources for social justice, as well as strengthened collaboration between and within countries. In 2026–29, the ILO will support constituents in establishing adequate and sustainable national financing frameworks for decent work and reinforce partnerships for resource mobilization – including from non-State actors, climate funds and domestic funds, and through responsible business conduct initiatives and public–private partnerships. The ILO will also enhance efforts to increase the impact of South–South and triangular cooperation between nations.
33. Forging consensus on the strategic direction of the Organization and sensitive policy issues affecting the world of work requires inclusive, democratic and effective ILO governance based on an environment of mutual trust and a spirit of partnership among governments, employers' organizations and workers' organizations. To this end, the Office will strengthen engagement with constituents to further improve the functioning of the Governing Body and the International Labour Conference in line with the Centenary Declaration and relevant decisions with respect to democratization of the functioning and composition of the governance organs.

Investing in authoritative knowledge, thought leadership, outreach and capacity development

34. The ILO's stewardship of the Decent Work Agenda hinges on its capacity to act as the prime hub of international expertise and data on the world of work. In this regard, the ILO will need to reinforce its research, knowledge dissemination and knowledge-sharing, in particular by augmenting its high-quality knowledge products on international labour standards and statistics by making full use of innovations and technological advancements, and by supporting constituents in ensuring coherent, accurate, comparable and secure labour market

data. Furthermore, the ILO will need to flex its research and foresight capabilities to anticipate new developments, including those stemming from “frontier” issues such as the evolution of the workplace; the environmental, social and governance framework for business practices and sustainability; the impact of AI on employment opportunities, productivity and work quality; new indicators for measuring progress beyond gross domestic product; and the renewal of the social contract.

35. Building a future world of work with social justice for all requires an ILO with greater reach and higher visibility in the public domain. For the ILO’s accomplishments and knowledge to bear more weight in the global arena, the Organization will need to communicate more effectively on its impact and reach a wider audience, including through partnerships with premier global media companies. The ILO will also collaborate ever more closely with the social partners, as key agents of economic and social development, in generating and disseminating knowledge on world of work issues, targeting specific audiences and amplifying the visibility and impact of ILO research, data and advocacy.
36. Underpinning these efforts, the ILO will further strengthen measures to streamline and better coordinate the production of national, regional and global estimates, and flagship and major publications. It will further develop its training and capacity development platforms, tools and services for the tripartite constituents, through enhanced internal innovation capabilities and in collaboration with the International Training Centre in Turin.

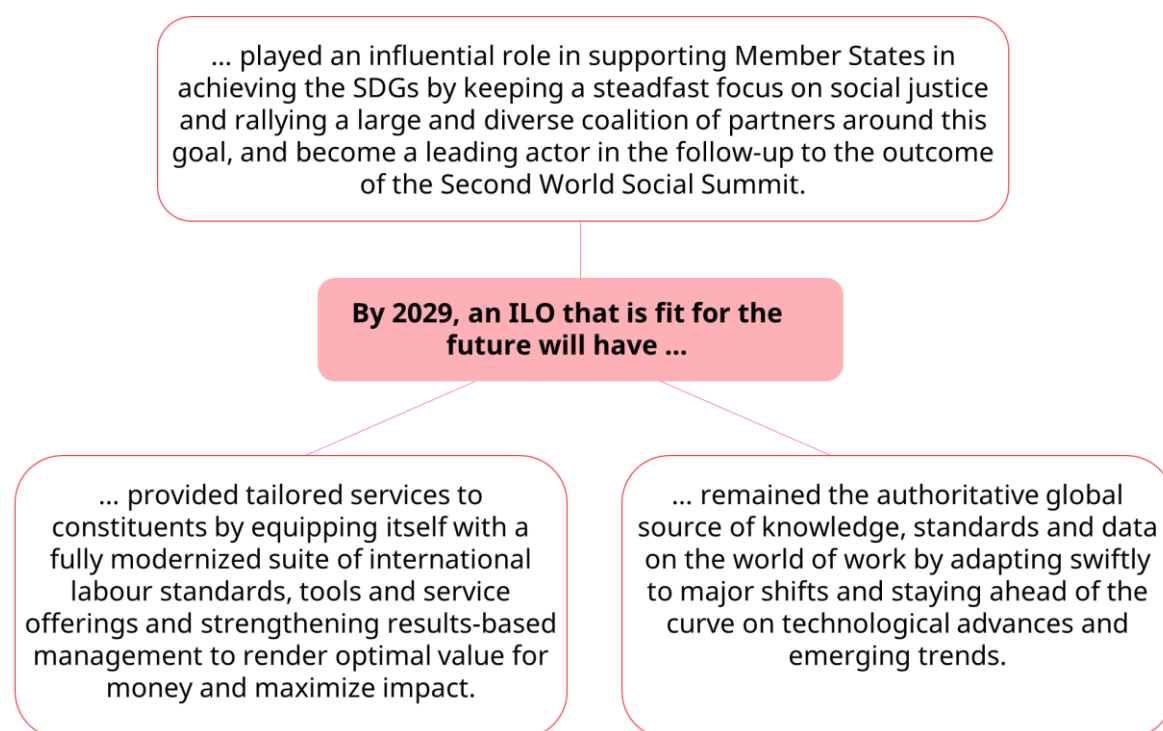
Driving stronger results at the global and country levels

37. The strength and impact of the ILO depend mainly on the achievements of its Member States. To effectively drive results in achieving decent work on the ground, the ILO will expand and strengthen its global footprint and field capacity, and further tailor its services to constituents’ specific needs and capacities, particularly for developing and least developed countries.
38. In tandem, the ILO will bolster its support to Member States by helping to strengthen constituents’ capacity through innovative means, including with respect to their effective participation in the development and implementation of national development strategies, UN Sustainable Development Cooperation Frameworks and ILO Decent Work Country Programmes. The ILO will need to raise its profile among development, humanitarian and peacebuilding actors, and to increase its capacity to work effectively for decent work creation in contexts of high risk and uncertainty, especially in fragile settings and crisis situations.
39. The ILO’s performance also depends largely on the quality and diversity of its personnel, and on its effective and agile use of tools and approaches to deliver results. Work will continue to prioritize investments in ILO human resources with a view to fostering a rejuvenated, forward-looking organizational culture, underpinned by a fit-for-purpose workforce with cutting-edge skills. Action will focus on strengthening workforce planning, upskilling the workforce and diversifying the talent pool to improve gender balance, geographical diversity and the inclusion of persons with disabilities, and addressing the prevention of and response to sexual exploitation and abuse.
40. Building on progress made in recent years in adapting its working methods, the ILO will harness the potential of information technology to improve and modernize its service delivery and ensure the timely deployment of its financial and human resources, in order to better meet the needs of both the Organization and its constituents. In line with the modernization and rejuvenation process initiated by the UN (“UN 2.0”), the ILO will build its digital expertise, make more effective use of AI and data with strengthened strategic foresight capacity to enhance

decision-making, and apply behavioural science to improve programme design and implementation.

41. As an institution, the ILO is accountable to its constituents, and ultimately the end beneficiaries of its actions, for maximizing its impact using the finite resources at its disposal. This implies that the Organization must systematically demonstrate that it uses the resources with which it is entrusted in the most relevant, effective and efficient way possible. To this end, the ILO will further enhance results-based management systems to improve alignment and complementarity in the use of regular budget and extrabudgetary resources. Operating in an increasingly volatile context, the ILO will adopt a more proactive risk management approach, strengthen its evaluation methods, update its environmental and social sustainability framework and safeguards, and enhance its internal control and oversight functions.
42. Figure 4 summarizes how these levers for change will contribute to making the ILO fit for the future in supporting the delivery and achievement of decent work results in all the priority areas.

▶ **Figure 4. Contribution of the levers for change to an ILO fit for the future**



V. Implementation and reporting

43. The Strategic Plan 2026–29 will guide the ILO’s priorities and activities throughout the four-year period and will be operationalized through the Programme and Budget for the 2026–27 and 2028–29 biennia. It will be supplemented by a set of thematic and management strategies for development cooperation, human resources and evaluation.
44. To uphold the ILO’s high standards of transparency and accountability, the implementation of the Strategic Plan will be closely monitored and reported on through the ILO Programme Implementation Reports for the 2026–27 and 2028–29 biennia.