

GB.356/INS/7 – The ILO in a changing multilateral environment: Towards better effectiveness and efficiency

Office response to the issues raised during the discussion on 24 March 2026

Expenditure reductions: level, timeline and implications.....	2
Level of expenditure reductions and timelines	2
Reduction in Regular Budget Technical Cooperation (RBTC)	3
Abolition of positions	4
Implications of budget reductions in programme delivery	5
Strategic vision, strategic priorities and reprioritization proposals.....	6
Reprioritization proposals and strategic priorities	6
ILO engagement in fragile and crisis contexts	9
Employment intensive investment programme (EIIP)	9
Gender equality, non-discrimination and HIV/AIDS	10
UN80 – Inter-agency coordination and overlap analysis.....	11
ILO participation in UN processes and inter-agency coordination	11
Mandate overlaps and streamlining	12
Office reorganization	13
Office structure	13
Office of the Chief Economist	13
Reinforcement of capacity in the field and relocations	15
Staff relocations	15
Relocation of teams to other cities	16
Review of regional structures	17
Regional Offices	17
Support services and office infrastructure	17
Streamlining of business processes and global service centre	17
Office space	19
Progress in the reform process	19
Governance, architecture	19
Information and transparency	19
Protection from sexual exploitation, abuse and harassment	20

Issue	Group / Member State	Comment / question / request	Office response
Expenditure reductions: level, timeline and implications			
Level of expenditure reductions and timelines	Workers' group	Where does the estimated 12.5% savings by 2028-29 come from? The figure seems arbitrary.	The estimated potential savings of 12.5% of planned expenditures in 2028-29 (some US\$116.3 million) detailed in Appendix IV of the document are not a predetermined target but are the result of underlying assumptions. They reflect a projection based on the continuation of reductions generated by measures implemented in 2026-27, combined with additional savings and efficiencies expected from the reorganization of the Office, the reinforcement of field capacity and the streamlining of business processes and operational modalities, including the global service centre.
	Nordic countries	The document suggests savings in the expenditure of 12.5% over the next two biennia. We would like to echo colleagues in asking how this number came to be.	This estimate is not a proposal for the level of the regular budget for 2028-29. As explained in paragraph 63 of the document, the preparation of the Programme and Budget for 2028-29 will follow the established procedure, and the level of the regular budget for that biennium will be decided by the Governing Body at its 359th Session (March 2027).
	Workers' group	Is the 20% reduction proposal in GB.356/PFA/4 on top of the 12.5% savings by 2028-29 indicated in GB.356/INS/7?	The timeline of budget reductions in GB.356/INS/7 and GB.356/PFA/4 is different and would be a consequence of the application of different sets of measures. • The 12.5% indicated in GB.356/INS/7 could be attained by the end of 2029 through the application of reform measures explained in the document. • The 20% reduction indicated in GB.356/PFA/4 should be attained by the end of 2027 to cope with the income shortfall during the current biennium. Such reduction would partially be achieved by the continuation of some of the reform measures already initiated (for example, the reorganization of the Office and merger of departments, the freezing of recruitment and the containment of non-staff expenditures), but it would also require the additional contingency measures indicated in paragraphs 11 and 13 of PFA/4.
	France	The document presents reform measures which should enable savings of 12.5% of the budget between now and 2029. We would	Savings accrue progressively as measures are implemented, rather than at a fixed point in time. The Office will report regularly, before each Governing Body session and annually, on savings achieved under the different reform

Issue	Group / Member State	Comment / question / request	Office response
		like more information on the schedule and when savings would be effective and could be measured.	measures. Relevant information will also be included in the upcoming ILO reform website.
Reduction in Regular Budget Technical Cooperation (RBTC)	ASPAG	Require information on the share of the proposed 30% RBTC reduction at headquarters and in the field.	RBTC resources are predominantly deployed at country and regional level. As indicated in the Programme and Budget for 2026–27 (Information Annex 3), the bulk of RBTC is allocated to regional programmes, and at least 80 per cent of the resources assigned to technical departments at headquarters are used to support constituents' capacities in the field. In practice, this means that approximately 90 per cent of RBTC expenditure benefits country-level delivery each biennium. The proposed 30 per cent reduction in RBTC is applied in a uniform manner across both regional programmes and headquarters' technical departments, with the exception of resources for employers' and workers' activities, which are maintained. Emphasis will be put on a more cost-efficient organization of activities, without scaling back on the Office's capacity to provide timely and high-quality technical advice. The Office recognizes that, given the field-oriented nature of RBTC, this measure will have an impact on delivery in the regions. To partially mitigate this effect, additional resources will be mobilized through the Regular Budget Supplementary Account (RBSA) to support priority initiatives at country level. In particular, RBSA allocations will be reoriented away from headquarters towards country-based interventions representing approximately US\$4 million (2024–25 baseline).
	GRULAC	Require more detailed information on how this reduction might have an impact on the activities and on achieving the goals provided in the development cooperation projects in Latin America and the Caribbean.	
	China	Recall that the RBTC account constitutes an important source of funding for the ILO to support developing countries and should not become a primary target for budget cuts and require detailed information on the impact of such reduction.	
	Niger	The cut of over 30% of the RBTC is perhaps the most damaging measure for Africa.	
	Namibia	Urge that cost saving measures be implemented in ways that preserve the ILO's capacity to effectively support developing countries.	

Issue	Group / Member State	Comment / question / request	Office response
Abolition of positions	Workers' group	Can the Office further explain what we should understand by natural attrition ? How will the potential skills gap created be addressed?	"Natural attrition" refers to the reduction of staff through normal, voluntary departures that are not initiated by the Office, such as retirements, resignations or contract expiry, where the resulting vacant posts are not filled. This excludes separations resulting from organizational decisions, such as layoffs and agreed early terminations. As indicated in the Human Resources strategy for 2026–29 presented to the current session of the Governing Body, any potential skills gaps would be addressed through workforce planning, including identification of critical functions, redeployment and reskilling of staff, and, where necessary, targeted recruitment to maintain essential capacities.
	Workers' group	Paragraph 58 refers to the abolition of 120 posts . Are these posts superfluous and will not be filled?	This estimate includes positions to be abolished across two biennia (2026–27 and 2028–29). It refers mostly to positions that are vacant or will be left vacant due to resignations, agreed terminations or retirements. The figure corresponds to about 7% of the current total number of regular budget positions. The 120 posts are not "superfluous" in themselves; rather, the Office is making deliberate choices on priorities and delivery modalities. In this context, certain functions will be scaled back, reprofiled, reorganized or delivered differently, allowing a reduction in posts without disproportionately affecting critical areas of work.
	ASPAG	Request that staff reductions are balanced geographically , to ensure that no regions are disproportionately affected.	Staff reductions in 2026–27 will primarily impact headquarters. Consistent with the reform's objective to reinforce capacity in the regions, the Office aims at ensuring that staffing in the field is adequate to deliver on the core mandate, considering specific regional needs. In addition, as mandated by the Governing Body's decision on GB.355/INS/7, the Office will continue monitoring the effect of the reform measures on the equitable geographic representation and gender balance in staffing at all levels, including reflecting experience relevant to all constituent groups. As an example, out of the 90 agreed terminations accepted by the Office: • 47 correspond to G staff (63% women))

Issue	Group / Member State	Comment / question / request	Office response
			43 correspond to P and D staff (51% women) 65 correspond to staff from over-represented nationalities (72%), 19 to adequately represented nationalities (21%) and 6 from under-represented nationalities (7%) These figures are consistent with the overall composition of the ILO workforce (see GB.356/PFA/INF/6), so the agreed termination process will not disproportionately affect women or the proportion of staff from under-represented countries.
Implications of budget reductions in programme delivery	Workers' group	Clarify language in paragraph 62 : <i>"The measures... do not alter the structure, strategic framework or agreed priorities of the Programme and Budget for 2026–27... However, the reduced allocation of regular budget resources will affect the scope and depth of delivery."</i>	The Office aims at delivering all the outcomes and outputs included in the Programme and Budget for 2026-27. This will be the basis for implementation and for reporting results achieved. Considering the potential reduction of regular budget resources as established in GB.356/INS/7 and the likely decrease in extra-budgetary funding, the Office will prioritize work in those countries with needs and where more impact is likely. The Office has considered the funding situation for the update of its results and measurement framework, which includes revised targets for the output indicators of the Programme and Budget.
	Workers' group	How will savings be reassigned to those areas that are in the core mandate? Will staff be reskilled? What will happen with the work on informality if the Action Programme is discontinued?	In the short-term, the expected savings in 2026–27 will, in principle, not be reassigned. However, as indicated in paragraph 62 of the document, should the cash-flow situation permit and efficiency gains from the reform measures materialize as anticipated, the Office will consider reallocating available resources in line with the priorities established in the approved Programme and Budget. In the medium-term, decisions on resource allocations will be based on the Governing Body discussions of the Programme and Budget proposals for 2028–29, to be held in November 2026 and March 2027. In parallel, considering the reorganization of the Office and the strengthening of field capacity, the Office will provide targeted reskilling and upskilling pathways, as indicated in the human resources strategy (GB.356/PFA/9, paragraph 70).

Issue	Group / Member State	Comment / question / request	Office response
			The review of the Priority Action Programmes focuses on delivery modalities and on their capacity to promote coherence and coordination within the Office, not on the relevance of the specific subjects. Therefore, the transition from the informal to the formal economy will continue to be a priority area of work for the ILO, as this is clearly an overarching priority for all the tripartite constituents.
	Africa group	Request clarity on the geographical and programmatic implications of the proposed savings . Can the Office outline which regions and which specific programmes are most likely to see a reduction in coverage and delivery?	Table 1 in document GB.356/PFA/4 shows the potential effect of the proposed measures on the 2026–27 budgets of the organizational clusters of the Office. The projected reductions do not constitute predetermined targets, nor are they intended to be applied mechanically across outcomes, programmes or regions. The actual distribution of any adjustments would depend on a range of factors, including the evolving financial situation, operational priorities, and the need to safeguard delivery on the core mandate and where needs are greatest. As such, regional impacts may vary and would be determined and monitored during the reform implementation, rather than fixed ex ante.
Strategic vision, strategic priorities and reprioritization proposals			
Reprioritization proposals and strategic priorities	Employers' group Statements from several groups on the reprioritization proposals	How will the reform lead to a clear prioritization of fundamental principles and rights at work, promoting competitive enterprises, effectively supporting the transition from informal to formal employment, and preparing for a world of work which is heavily impacted by artificial intelligence? Moreover, the reform must focus on institutional capacity building.	As indicated in paragraphs 30 and 31 of GB.356/INS/7, the reprioritization framework is aligned with the Strategic Plan for 2026–29 and therefore preserves the integrity of the Decent Work Agenda, reinforces the centrality of international labour standards, and ensures that development cooperation across the four strategic objectives is delivered in a coherent, balanced, and impactful manner. Moreover, such a balance is also reflected in the reorganization of the ILO policy departments at headquarters. The Office will continue prioritizing the outcomes and outputs of the approved Programme and Budget for 2026–27, including all the topics indicated in the question. The Office aims at allocating reduced regular budget resources strategically to safeguard work on these priorities in a balanced manner, notably:
	ASPAG	Request clarification on how the reprioritization framework aligns	

Issue	Group / Member State	Comment / question / request	Office response
		with the four decent work pillars and balances normative work with technical cooperation on employment, social protection and sustainable enterprises.	• Up to date and effective normative and supervisory system, including focus on fundamental principles and rights at work (freedom of association and collective bargaining, the elimination of forced labour and abolition of child labour, the elimination of discrimination in respect of employment, and a safe and healthy working environment), and implementation at country level. • Labour governance, social dialogue and capacity building for workers' and employers' organizations. • Full and productive employment, sustainable enterprises, productivity, skills and transition to formality. • Labour protection, including equal opportunities, wages, labour migration, as well as social protection across the life cycle. Special attention will be placed on the need to strengthen knowledge and tools related to the effects of digitalization and artificial intelligence in the world of work, in the context of policy outcome 8 of the Programme and Budget. The definition of the priorities, outcomes and outputs for 2028–29, as indicated in paragraph 63, will follow the established procedure. The guidance from the Governing Body during the debate of GB.356/INS/7 will inform the preparation of the Director-General's Programme and Budget proposals for the upcoming biennium. The Governing Body will examine a preview of the proposals at its 358th Session (November 2026).
	Workers' group	On paragraph 32, in relation to areas of work to be refocused, what does " consolidation " mean in this context?	As indicated in paragraph 31 (footnote 8) of the document, " <i>Consolidation refers to the deliberate integration of workstreams, functions or delivery modalities under a common approach or structure, with a view to reducing fragmentation, improve coherence and generate efficiency gains, while maintaining or enhancing impact and alignment with the Organization's priorities</i> ".
	GRULAC	Request more clarity on the follow-up and evaluation mechanisms to measure the impact of the redefinition of priorities in areas such as crisis response, just	The Office will monitor the financial and programmatic effects of all the reform measures, including reprioritization, through specific metrics and key performance indicators. Relevant information will be available on the ILO reform website.

Issue	Group / Member State	Comment / question / request	Office response
		transition, training and knowledge, and how this would affect results at country level in the short and medium term. Also request information on the impact of cuts on meetings, platforms and training courses on the availability of information, capacity building and social dialogue processes.	While resource adjustments require careful management, the Office is committed to maintaining the quality of information, capacity-building services, and social dialogue support that are central to the ILO's mandate. Where in-person meetings are cut, effective use of virtual meetings will be used to ensure continuity in quality delivery and information sharing including training.
	ASPAG	Request clarification on how the reprioritization framework addresses the needs of developing countries , where focus should be placed on employment creation, skills development and helping enterprises, as well as on climate-induced vulnerabilities. Similarly, the framework should consider the unique employment landscape and workplaces of small island developing States .	As indicated in paragraph 18 of the document, reform measures will consider specially the challenges facing development countries, in particular the least developed countries and small island developing States. Reprioritization proposals will therefore be adapted to specific country contexts. For example, while overall the Office will reposition the Employment Intensive Investment Programme to reinforce policy-oriented work, direct engagement in project implementation will continue in countries where such involvement is most needed or is justified by the institutional context.
	Nordic countries	Request the Office to outline further which other areas of ILO's deliverables and budgets could be reduced .	The reform task teams are examining where further savings could be identified, focusing especially on the Office structure at headquarters and in the field and on business processes. Feedback will be systematically collected and shared with the constituents, including through the upcoming ILO reform website.
	Nordic countries	Does the Office expect to continue this exercise and present further reprioritization proposals at the next Governing Body meeting?	In mid-2026, the Office will start preparing the Programme and Budget proposals for 2028–29. The definition of the priorities and strategies for the biennium will take into consideration the debates on the ILO mandate and reprioritization during the 355th and 356th Sessions of the Governing

Issue	Group / Member State	Comment / question / request	Office response
			Body. A preview of the proposals will be presented to the Governing Body at its 358th Session (November 2026).
ILO engagement in fragile and crisis contexts	Africa group	In a continent facing conflicts, climate displacement and health emergencies, the ILO's role in ensuring that recovery is built on employment, workers' rights and conditions of freedom and dignity is irreplaceable.	In situations of crisis, fragility and conflict, the ILO will continue to play a distinct and mandate-based role, in line with the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205). The ILO will however discontinue the direct delivery of humanitarian relief packages (such as cash transfers) that fall under the mandate of other UN agencies or national actors (see Appendix I of GB.356/INS/7, page 21 of the English version). Importantly, the intention is not to reduce the ILO's relevance in crisis contexts, but to enhance the impact and sustainability of its contribution, particularly in regions facing protracted and overlapping crises. The proposal to refocus the Office's engagement in humanitarian contexts is not primarily driven by short-term savings, which are indeed expected to remain limited in 2026–27. Rather, it is intended to address structural inefficiencies and fragmentation and thereby improve the effectiveness and sustainability of the Office's interventions over time. The Office remains committed to working closely with constituents to monitor the effects of the reprioritization, especially in humanitarian and fragile contexts.
	Brazil	Concern regarding the potential impacts of reorienting ILO activities in context of humanitarian crisis or vulnerability, and the justification of the proposal considering limited savings.	
Employment intensive investment programme (EIIP)	Africa group	Call for the preservation of direct implementation of EIIP projects in countries where the approach is most needed, ensuring that employment-rich infrastructure remains a core part of the ILO's social justice mission.	As indicated in paragraph 32 of the document, the proposed refocusing of the EIIP does not preclude the ILO's engagement in project implementation in countries where such support is most needed.
	GRULAC	Request information on EIIP projects in Latin America and the Caribbean , which might be affected.	

Issue	Group / Member State	Comment / question / request	Office response
Gender equality, non-discrimination and HIV/AIDS	Canada	Note with concern the proposal to streamline or discontinue ITCILO courses related to gender equality and call on the Office to ensure that, going forward, this area is adequately resourced to ensure strong delivery of services to constituents and concrete results.	The ILO or the Turin Centre will not discontinue activities in this area. The proposal aims rather at developing synergies between related activities to deliver training more efficiently, including through hybrid or virtual modalities.
	Niger	Express concern about the proposals related to HIV/AIDS in the world of work, as the ILO's work in this area has been critical in fighting stigma and promoting access to treatment. An alternative is to request that this transition be managed with a dedicated well-resourced workstream for at least the next biennium, ensuring that the fight against HIV in the world of work remains a visible and active priority.	The Office will continue to support the implementation of the HIV and AIDS Recommendation, 2010 (No. 200) within its normative and operational work. The reprioritization proposal does not represent a withdrawal from this commitment. Rather, it reflects a shift in approach in response to a changing context, where vulnerabilities in the world of work are increasingly overlapping and require more integrated responses. This is compounded by a sustained decline in dedicated funding for stand-alone HIV/AIDS programmes, which affects their predictability and scale. The rationale for this change is not driven by cost considerations, as associated savings are limited. It relates to the need to enhance impact, coherence with other UN entities and reach. Integrating HIV and AIDS into a broader non-discrimination and inclusion framework allows the Office to address intersecting vulnerabilities more effectively, avoid fragmentation, and align with evolving UN system approaches.
	United States of America	The United States interprets references to "gender" to mean men and women , and references to "gender balance" and "gender equality" to mean equal opportunities for both women and men. The Office should avoid ambiguous terminology and instead use clear, precise terms.	The terminology used by the Office is consistent with the guidance of the ILO supervisory bodies regarding the Organization's fundamental Conventions on discrimination (Conventions Nos 111 and 100). The Committee of Experts on the Application of Conventions and Recommendations uses terms such as gender equality, gender pay gap, and similar expressions when addressing discrimination based on sex and the promotion of equality of opportunity and treatment between women and men, including equal remuneration for work of equal value. The Office's terminology is also aligned with decisions of the International Labour Conference, which employ terms such as gender equality , gender

Issue	Group / Member State	Comment / question / request	Office response
			balance, gender pay gap, and related expressions in the context of securing equal opportunities for women and men. This includes references in the 2019 Centenary Declaration and in the 2009 Resolution concerning gender equality at the heart of decent work.
UN80 – Inter-agency coordination and overlap analysis			
ILO participation in UN processes and inter-agency coordination	European Union	What discussions has the ILO had and what further steps are planned to analyse overlaps, existing and emerging gaps, complementarities, and possible synergies?	The ILO is reviewing which UN entities and international organizations work in areas identified in the reprioritization exercise, considering comparative advantages or potential complementary roles. In this framework, collaboration could be strengthened with: • UNHCR, IOM, UNICEF, WFP, and the World Bank, to promote alignment between humanitarian financing and national social protection systems so that crisis responses reinforce long-term system-building; • FAO, UNICEF, UNESCO, UNHCR, WFP, UNDP, UNOPS, World Bank, IFC, and regional development banks, to promote that reconstruction and recovery initiatives and investments will fulfil their employment potential and embed decent work principles and international labour standards; • the World Bank, the European Union and UN country teams to reinforce the focus on employment, livelihoods, and social protection in post-disaster national assessments. The ILO has had initial discussions with some of these entities, focusing on mandate complementarity and opportunities for joint work. This will be followed by structured consultations, conducted through existing coordination mechanisms – such as the UN80 process – as well as through bilateral engagements. The outcomes of these discussions will inform the implementation of the ILO's reform agenda and will also feed into the preparation of the Programme and Budget proposals for 2028–29.
	GRULAC	Request further updates on the participation of the ILO in the UN80 process.	The ILO has continued participating actively in the UN80 process, focusing on relevant work packages and system-wide enablers. Specifically: • The Director-General participates in UN80's Steering Committee.

Issue	Group / Member State	Comment / question / request	Office response
			• The ILO co-coordinated Cluster 7 on Specialized Agencies with the International Telecommunication Union (ITU). • The ILO is directly involved in three work packages: WP8 – Expertise-on-demand mechanism; WP 16 – UN System-wide Data Commons; and WP 17 – Training and Research. • Through its participation in wider UN coordination mechanisms, the ILO is also involved in the following work packages: WP 5 – UN Country Team Reconfiguration; WP 6 – Regional Reset; WP 12 – Intergovernmental Process Rationalization; WP 14 – Structural Alignment / Institutional Realignments; WP 15 – Technology. These workstreams have the potential to support further streamlining by enabling greater sharing of specialized expertise across entities, reducing duplication at regional level, and facilitating more flexible and demand-driven deployment of technical capacity. Relevant outcomes will be integrated into the ILO reform process. Information on progress will be systematically included in updates on ILO reform presented to the Governing Body.
Mandate overlaps and streamlining	Workers' group	On the consideration of overlaps with the mandate of other UN entities , what would be the difference in the field with what we already discussed and adopted about the UN reform and the UN national coordinators? What would be the role of the Decent Work Country Programmes (DWCPs)?	The consideration of overlaps with other UN entities builds on the existing UN development system reform process. It refers to a deliberate and systematic effort to clarify comparative advantages and reduce duplication in the delivery of mandates across the UN system. In the field, in principle, this would not fundamentally alter established coordination arrangements. The Resident Coordinator would continue to ensure coherence of the UN system, while entities – including the ILO – would retain full responsibility for their normative mandates and programmatic delivery. Within this framework, DWCPs would remain the ILO's primary instrument at country level. They would continue to articulate national priorities on decent work, developed through tripartite social dialogue, and aligned with national development plans and the United Nations Sustainable Development Cooperation Frameworks. DWCPs also serve to position the
	Nordic countries	Would welcome concrete proposals on how UN80 initiatives such as the regional reset and the expertise on demand could support further streamlining efforts.	

Issue	Group / Member State	Comment / question / request	Office response
			ILO's comparative advantage within the UN system, thereby helping to avoid overlaps and reinforce complementarity. The developments on work packages on Expertise-on-Demand (WP8), UN Country Team Reconfiguration (WP 5), and Regional Reset (WP 6) will be fundamental in shaping the way in which the UN will work in the future. The outcomes of these discussions will inform the implementation of the ILO's reform agenda, notably the field reinforcement component to ensure ILO's presence responds to the new modalities of work.
Office reorganization			
Office structure	South Africa	How has the Office streamlining and reorganization reinforced the ILO's core mandate, particularly the normative mandate and social dialogue? How will it strengthen the work of the International Labour Standards Department and the capacity to realize fundamental principles and rights at work and social dialogue?	The Office has taken the first step in the reorganization process with the reform of the organizational structure at headquarters, so it is too soon to assess the impact on how these key functions are performed. The reorganization of the policy clusters reinforced the alignment of the Office's organizational structure with the four pillars of the Decent Work Agenda. This has not affected the International Labour Standards Department, which will continue to lead and support the ILO's standards policy – including the Standards Review Mechanism (SRM) and the Organization's supervisory functions – ensuring Office-wide coherence and collaboration on all matters related to international labour standards. Work on fundamental principles and rights at work and social dialogue will be performed in specific branches under the new Labour Governance and Sectoral Policies Department, as it was the case in the previous structure.
Office of the Chief Economist	IMEC	We would welcome clarification on the function of the Chief Economist and request the Director-General to quickly designate the head of the Policy cluster.	The Office of the Chief Economist aims to strengthen the coherence and policy influence of the ILO's economic analysis, ensuring methodological rigour across key economic analysis products. The Chief Economist will serve as a senior interlocutor with international financial institutions and other international economic institutions, working in close coordination with the External and Corporate Relations cluster, senior management,

Issue	Group / Member State	Comment / question / request	Office response
	European Union	We would welcome further details on this new office , as well as clarification on how this function has been factored into the projected savings and the financial implications.	policy departments, regional and field offices, and the Bureaux for Employers' and Workers' Activities. The Office will have a lean structure and be staffed with current officials who are already performing some of these functions, so the establishment of this Office will not generate additional costs. It is expected that the Office will be fully operational as of July 2026.
	South Africa	How will the office be staffed? Will it weaken departments? How will policy coherence be achieved between this office, the Research and Statistics Department, and the Employment, Skills and Sustainable Enterprises Department? What efficiency gains justify locating this office outside of the Policy cluster?	

Issue	Group / Member State	Comment / question / request	Office response
Reinforcement of capacity in the field and relocations			
Staff relocations	Employers' group	Request of clear and transparent information on relocation plans . How many staff members would move? Where? What would be the impact on the ILO's core mandate and service delivery?	The Office is reviewing the analysis of technical needs in the regions presented in GB.355/INS/7, with a view to validating and finalizing it. The work focuses on two interrelated areas: identifying regional needs and assessing available capacity at headquarters in consultation with policy departments, while ensuring alignment with the broader reform process. The review of the regional needs analysis under way will inform the development of scenarios for distributing technical capacity based on objective and transparent criteria. The objective is to achieve a balanced outcome that strengthens field presence while preserving the Organization's normative, policy, and technical capacities at headquarters. Completion is expected by June. This process will determine the specific number of specialists that could be relocated in 2026–27. The Office's working assumption is that this figure will be similar to the one included in GB.355/INS/7.
	IMEC	Could the Office provide a status update on the number and profile of technical specialists expected to be deployed in 2026? To which regions are they expected to be deployed and why? And how many will have a specific focus on and expertise in labour standards, the fundamental principles and rights at work and the supervisory system?	
	United States	How many technical specialists will be deployed to the field this year? Of these, how many are specialists in labour standards and the fundamental principles and rights at work?	
	GRULAC / Brazil	Request greater clarity on the criteria for the allocation of technical capacity in the regions and on the possible implication on what is being done in the UN system in this respect.	

Issue	Group / Member State	Comment / question / request	Office response
	Workers' group	Is it realistic to affirm that the ILO will strengthen presence in the field and at the same time keep the necessary expertise at headquarters in a situation of budgetary constraints?	Strengthening presence in the field while preserving essential expertise at headquarters is feasible, but it would entail concentrating headquarters functions on core normative, policy, and high-level technical roles, while decentralizing selected operational and advisory capacities to regions where demand is greatest. It would also require reducing duplication, streamlining processes, and making greater use of shared services and cross-regional expertise.
	Nordic countries	Require clarification on how the relevant consultations will affect the timing of redeployment of technical specialists to the regions.	Consultations and negotiations with the Staff Union are ongoing across the various aspects of the reform. Staff Union representatives are also actively participating in the different reform task teams, ensuring that staff perspectives are integrated throughout the process. The timing of these consultations has been built into the overall reform timeline and is reflected in the milestones outlined in GB.356/INS/7, ensuring that due process is respected without delaying implementation.
Relocation of teams to other cities	India	Request more information on the framework referenced in Appendix III (Information about cities for potential relocation of ILO functions).	The Office intends to apply a structured, multi-criteria assessment approach to evaluate potential relocation options. This framework is designed to ensure that decisions are evidence-based, comparable across duty stations, and aligned with the Organization's strategic objectives. The assessment will consider a range of factors, including: financial implications (both one-off relocation costs and potential recurrent savings); the scope and reliability of host country contributions; business continuity risks and transition requirements; and the impact on service delivery, institutional coherence, and governance functions. It will also take into account staff-related considerations such as well-being, mobility, and duty of care, as well as operational synergies, including proximity to constituents, UN partners, and diplomatic missions. Legal, security, and reputational aspects will also form part of the analysis. Each criterion will be assessed using a combination of quantitative data and qualitative judgment, with appropriate weighting applied. This approach is intended to support a balanced comparison of options and to ensure that potential financial efficiencies are carefully weighed against

Issue	Group / Member State	Comment / question / request	Office response
			considerations of institutional effectiveness, technical quality, and staff stability.
Review of regional structures	Workers' group	Where does the proposal to review the regional structures come from?	The overarching aim of the reform is to ensure that the ILO's work becomes more coherent, focused and impactful, reducing fragmentation, reinforcing complementarities, and ensuring that resources are directed to areas where the Organization has the greatest comparative advantage. This underscores the importance of reviewing and adjusting structures at headquarters while ensuring alignment across regional and country levels, considering the "regional reset" under the UN80 Initiative. In this context, the reform seeks to strengthen coordination between headquarters and the field, clarify roles and responsibilities, and improve the overall effectiveness of service delivery. It also aims to ensure that technical capacity is positioned where it is most needed, while maintaining strong normative and policy functions at headquarters. Ultimately, the objective is to create a more integrated, responsive, and efficient Organization that can better deliver on its mandate in a changing global environment.
Regional offices	Workers' group	We would like to receive further information on the relocation of the regional offices for the Arab States and Europe and Central Asia in the current situation.	The potential relocation of regional offices is currently under review, based on responses to the Director-General's invitation to express interest in hosting the Regional Office for the Arab States and the Regional Office for Europe and Central Asia. This review is undertaken on the premise that relocation could generate strategic, operational, and efficiency gains.
Support services and office infrastructure			
Streamlining of business processes and global service centre	Brazil	Require greater detail regarding the impact of administrative reform on field level operations, including clear evidence-based assessments of risks and benefits. Questions also remain regarding the proposed global service	The proposed administrative reform, including the establishment of a global service centre, is designed to improve efficiency both at headquarters and in field-level operations. The approach distinguishes between functions that require proximity to operations and those that are location-neutral. By centralizing transactional and administrative processes that do not depend on local presence, the reform aims to reduce fragmentation, improve service

Issue	Group / Member State	Comment / question / request	Office response
		centre, particularly concerning the risks of concentrating functions and the safeguards needed to prevent operational disruptions, as well as the potential implications of such a centre on other aspects of the reform, including the strengthening of field capacities.	quality and consistency, and relieve field offices of administrative burdens, allowing them to focus more on programmatic delivery. A key objective is to move from fragmented, function-based processes to more integrated, end-to-end service delivery. Preliminary evidence from other UN entities shows that, when well implemented, such models can improve timeliness, compliance, and user satisfaction. In addition, such a model would enhance the Organization's agility and capacity to respond to surges in development cooperation, by enabling rapid setup and support of project offices in locations without a permanent presence, without the need to replicate full administrative capacity on the ground. The global service centre is therefore intended as an enabler of broader reform, helping to streamline and integrate support services while freeing up capacity to strengthen technical and programmatic work in the field.
	Hungary	Look forward to receiving further details on the work of the dedicated task team for the global service centre, as well as clarification on the envisaged timeline for both the preparatory phase and its establishment.	Information about the task teams and timelines will be included in the upcoming ILO reform website. The task team on the global service centre is led by the Assistant Director-General for Corporate Services and includes staff representing "business owners" and "clients" from headquarters and the regions. The potential scope of the centre includes several management and back office functions (i.e., human resources, procurement, finance, logistics, programming, appraisal and administrative support for development cooperation projects, and information technology). The workplan of the task team has three key milestones: 1. Scoping (February–May 2026). Analysis of experience of existing centres and internal consultations. 2. Modelling of services and location of the global service centre (May–November 2026) for consideration by the Governing Body in November. Definition of an ILO blueprint detailing specific service delivery and structure and assess potential duty stations costs based on clear criteria. The Office will also calculate investment costs, estimate savings and complete the risk analysis.

Issue	Group / Member State	Comment / question / request	Office response
			3. Implementation plan (December 2026–March 2027). A preliminary outline for potential implementation options will be established once all internal consultations are completed.
Office space	Workers' group	Any news on the renting out of the vacated floors of the ILO building?	The Office continues its discussion with several UN entities, especially the UN High Commissioner for Refugees (UNHCR), the UN Educational, Scientific and Cultural Organization (UNESCO) and the International Trade Centre (ITC). The ILO provided information on space requirements and costing to these organizations, and all have visited the building at least once. The ILO is also expecting confirmation from other organizations that expressed potential interest in 2025, notably the UN Environment Programme (UNEP), the UN Office for Project Services (UNOPS) and the UN Institute for Training and Research (UNITAR).
Progress in the reform process			
Governance, architecture	Nordic countries	A clearer overview of all the task teams and their focus would be appreciated.	The ILO reform website that will be available for constituents as from April 2026 will include specific information about the task teams, the Governance Committee and the Change Management Team, as well as a baseline and key information about the reform, with regular updates of information, metrics and key performance indicators.
	China	Require clarification regarding the composition and mandates of the Governance Committee and the Change Management Team.	
Information and transparency	Government group	It would be useful for the Office to establish a baseline of key information with consistent presentation. This would provide a basis for the Office to provide regular updates to the Governing Body on implementation, including out of session as required.	

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Protection from sexual exploitation, abuse and harassment	IMEC	Seek confirmation that efforts to prevent and respond to sexual exploitation, abuse and harassment at headquarters and in the field will continue and information on how it will be protected during the reform process .	The proposed saving measures do not affect the newly created position on prevention and response to sexual exploitation and abuse or resources dedicated to this function. The Office confirms that efforts in this area will continue as planned in the Programme and Budget for 2026-27 (paragraphs 24, 55, 262 and 271).