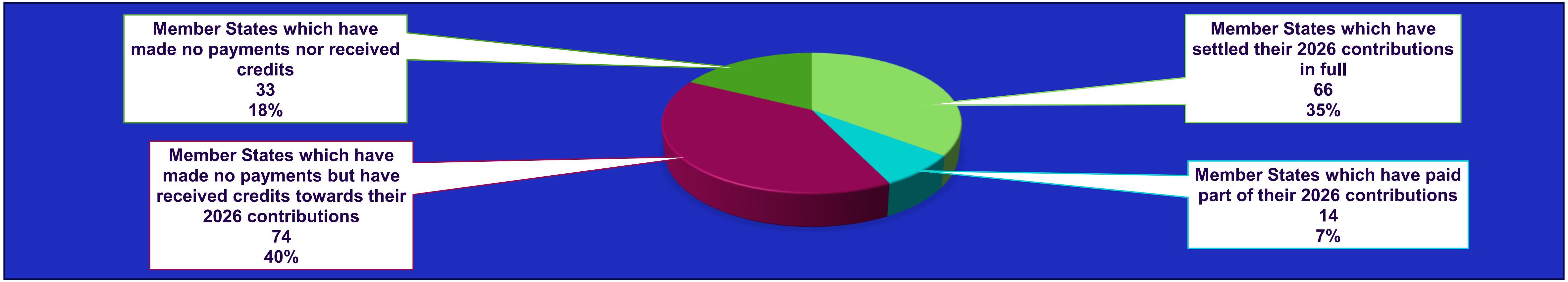
International
Labour
Organization

GB.356/INS/7 and GB356/PFA/4

Introduction to the Governing Body debate

Status of Member States' assessed contributions for 2026 as at 23/03/2026 (in Swiss Francs)

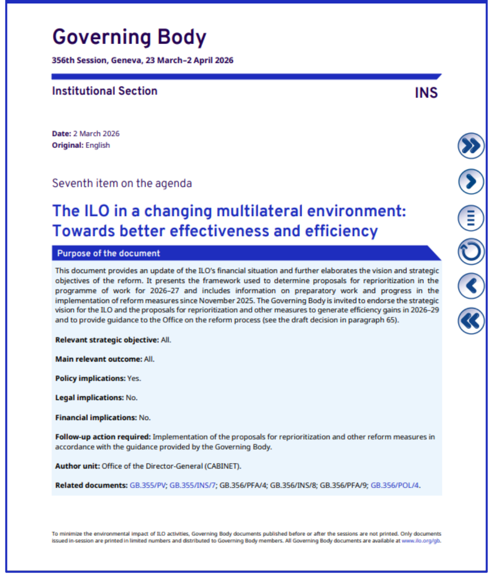
Amount due to the ILO as at 31/12/2025	Assessed contributions 2026	Amounts received or credited in respect of		Balance due
		Contributions 2026	Arrears	
232,190,962	381,505,000	137,450,167	3,768,348	472,477,447
		(36.0% of assessed contributions)	(1.6% of amount due to the ILO)	



GB examination of the ILO reform and related strategies

3rd Sitting

GB.356/INS/7


Governing Body
356th Session, Geneva, 23 March–2 April 2026

Institutional Section INS

Date: 2 March 2026
Original: English

Seventh item on the agenda

The ILO in a changing multilateral environment: Towards better effectiveness and efficiency

Purpose of the document

This document provides an update of the ILO's financial situation and further elaborates the vision and strategic objectives of the reform. It presents the framework used to determine proposals for reprioritization in the programme of work for 2026–27 and includes information on preparatory work and progress in the implementation of reform measures since November 2025. The Governing Body is invited to endorse the strategic vision for the ILO and the proposals for reprioritization and other measures to generate efficiency gains in 2026–29 and to provide guidance to the Office on the reform process (see the draft decision in paragraph 65).

Relevant strategic objective: All.

Main relevant outcome: All.

Policy implications: Yes.

Legal implications: No.

Financial implications: No.

Follow-up action required: Implementation of the proposals for reprioritization and other reform measures in accordance with the guidance provided by the Governing Body.

Author unit: Office of the Director-General (CABINET).

Related documents: GB.355/PV; GB.355/INS/7; GB.356/PFA/4; GB.356/INS/8; GB.356/PFA/9; GB.356/POL/4.

To minimize the environmental impact of ILO activities, Governing Body documents published before or after the sessions are not printed. Only documents issued in-session are printed in limited numbers and distributed to Governing Body members. All Governing Body documents are available at www.ilo.org/gb.

4th Sitting

GB.356/PFA/4


Governing Body
356th Session, Geneva, 23 March–2 April 2026

Programme, Financial and Administrative Section PFA
Programme, Financial and Administrative Segment

Date: 2 March 2026
Original: English

Fourth item on the agenda

Other financial matters

The financial position of the ILO's regular budget in 2026–27 and potential contingency measures in case of an income shortfall

Purpose of the document

This document presents the financial implications of the ILO reform on the regular budget approved for 2026–27 and outlines the impact of additional measures that would need to be implemented in the event of an income shortfall of up to 20 per cent in assessed contributions for the biennium. The Governing Body is invited to provide guidance on the proposed measures (see the draft decision in paragraph 20).

Relevant strategic objective: All four strategic objectives.

Main relevant outcome: All.

Policy implications: See "Follow-up action required" below.

Legal implications: None.

Financial implications: None.

Follow-up action required: The Governing Body will provide guidance on potential contingency measures to be adopted in relation to the Programme and Budget for 2026–27 in case of an income shortfall.

Author unit: Office of the Treasurer and Financial Comptroller (TR/CF).

Related documents: Programme and Budget for 2024–25; Programme and Budget for 2026–27; GB.356/INS/7; GB.356/PFA/3; GB.355/INS/7.

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GB.356/PFA/3

Position of accounts at 31 December 2025

GB.356/PFA/9

The ILO's Human Resources Strategy for 2026-29

5th Sitting

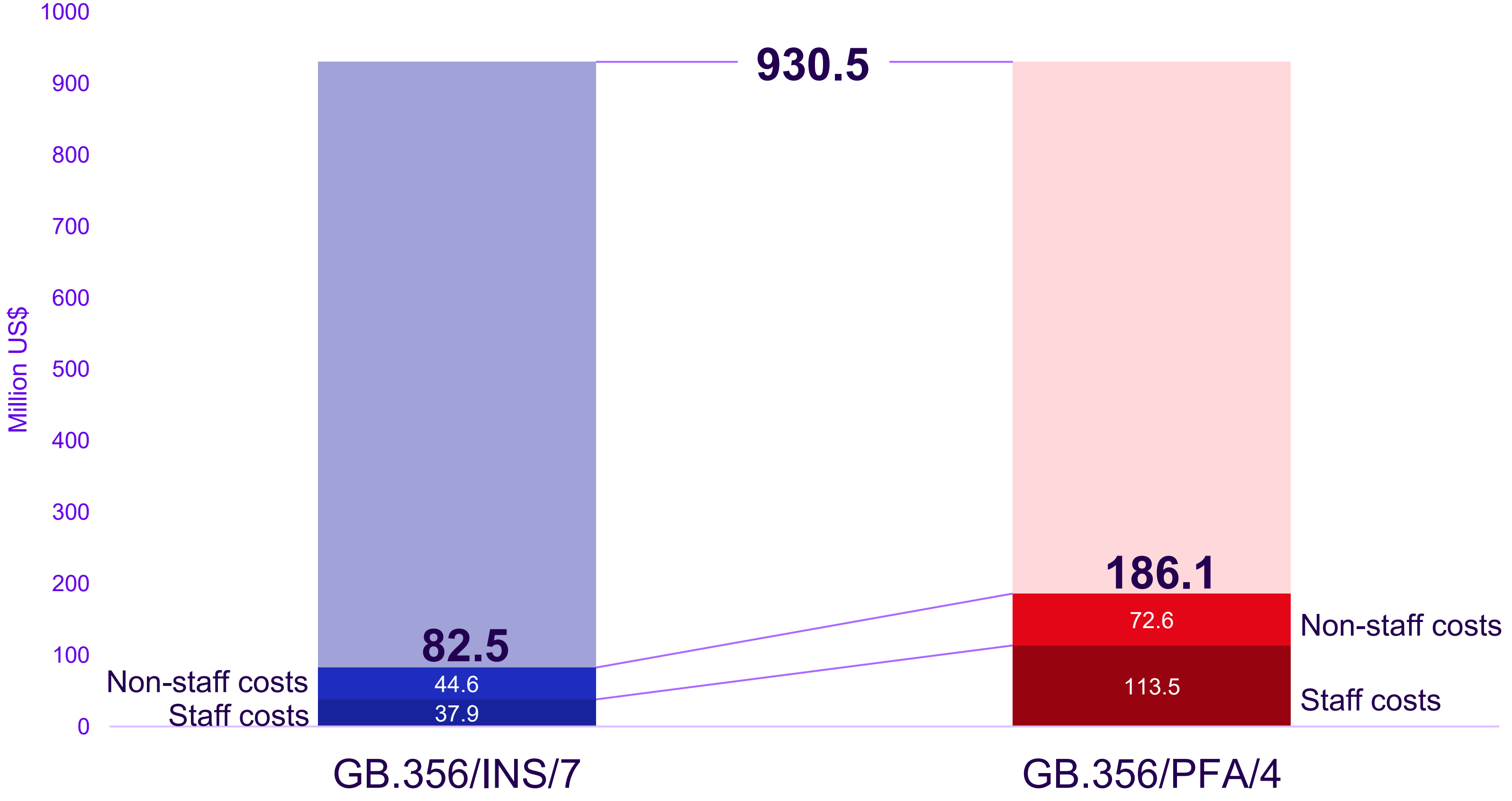
GB.356/POL/4

The ILO's Development Cooperation Strategy 2026-29

INS/7 and PFA/4 present the Office's response to alternative cash flow scenarios, for GB endorsement and guidance

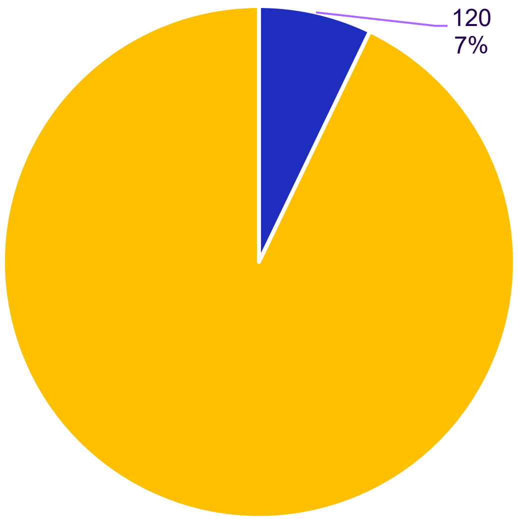
GB.356/INS/7	GB.356/PFA/4
• Income as per usual patterns • Aims at increasing effectiveness and efficiency • Ongoing reform process continues throughout the biennium	• Confirmed shortfall of income • Aims at accelerating cost reductions • Parts of the ongoing reform process continue, and additional contingency measures are activated (Q3 2026)

Financial implications of INS/7 and PFA/4: Expenditure reduction in 2026-27 (Million US$)

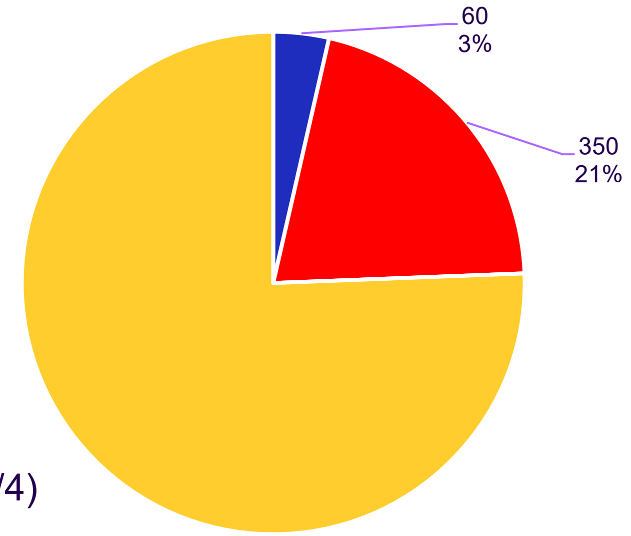


Staff implications of INS/7 and PFA/4: Reduction of RB positions

Estimated reduction of RB positions generated by reform measures included in INS/7 (by end 2029)

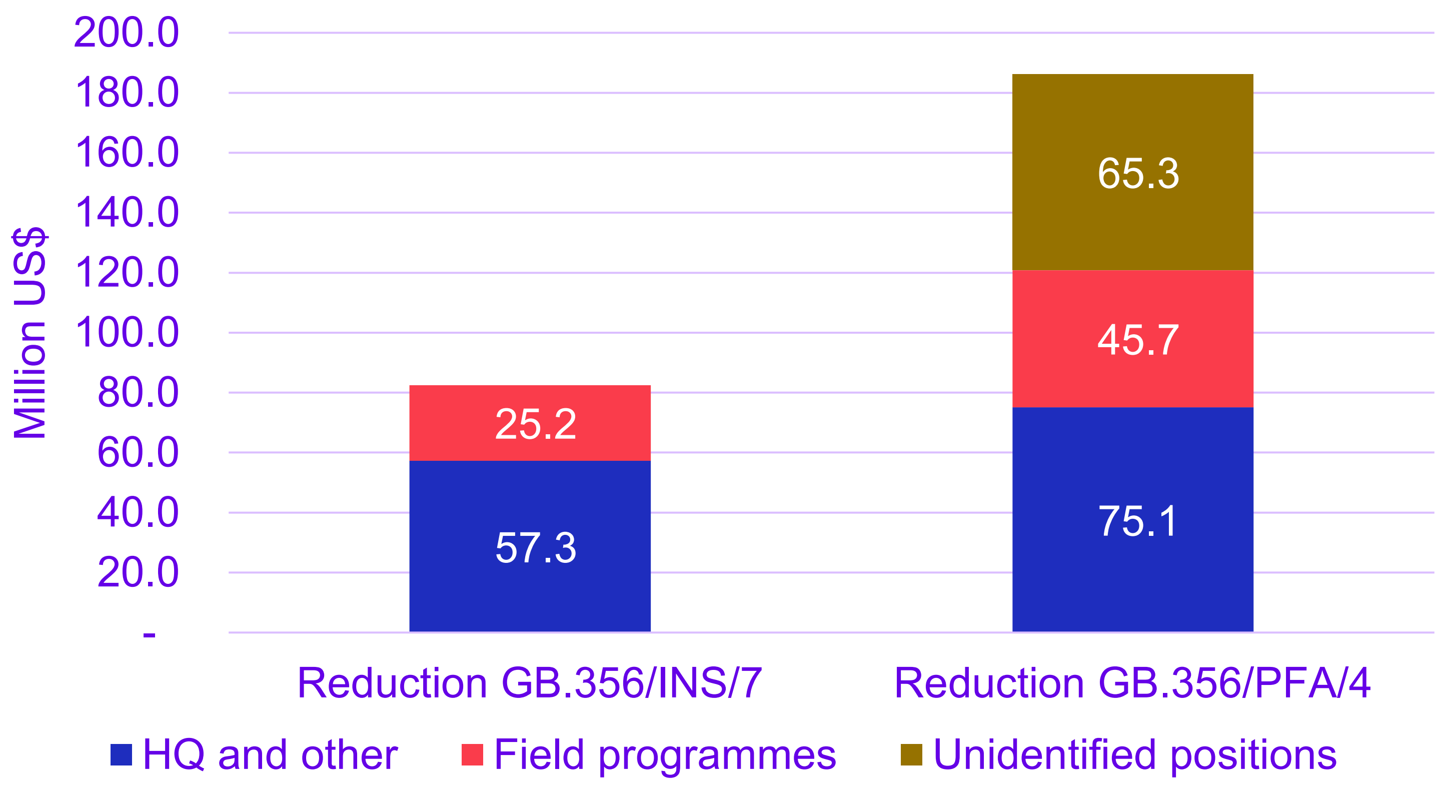


Potential reduction of RB positions generated by the reform and contingency measures (by end 2027)



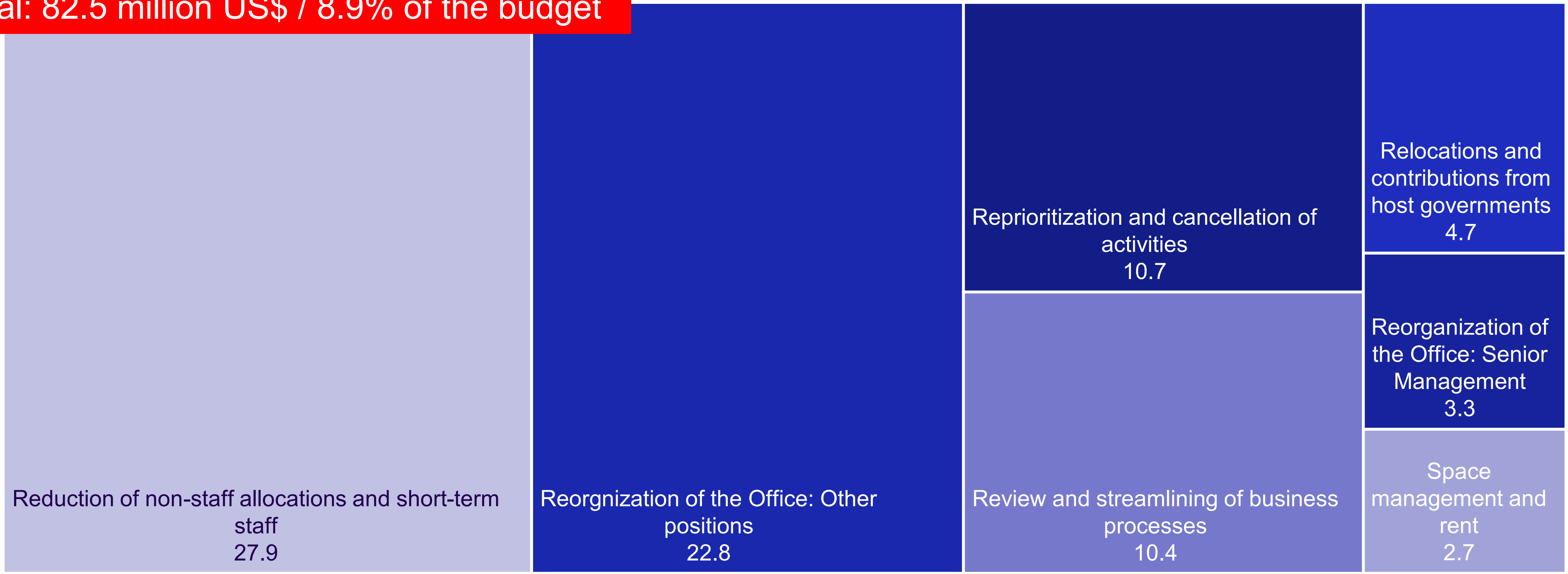
Positions reduced through reform measures (INS/7)
Positions reduced through contingency measures (PFA/4)
Remaining positions

Estimated expenditure reduction under INS/7 and PFA/4 by HQ/Field in 2026-27 (Million US$)

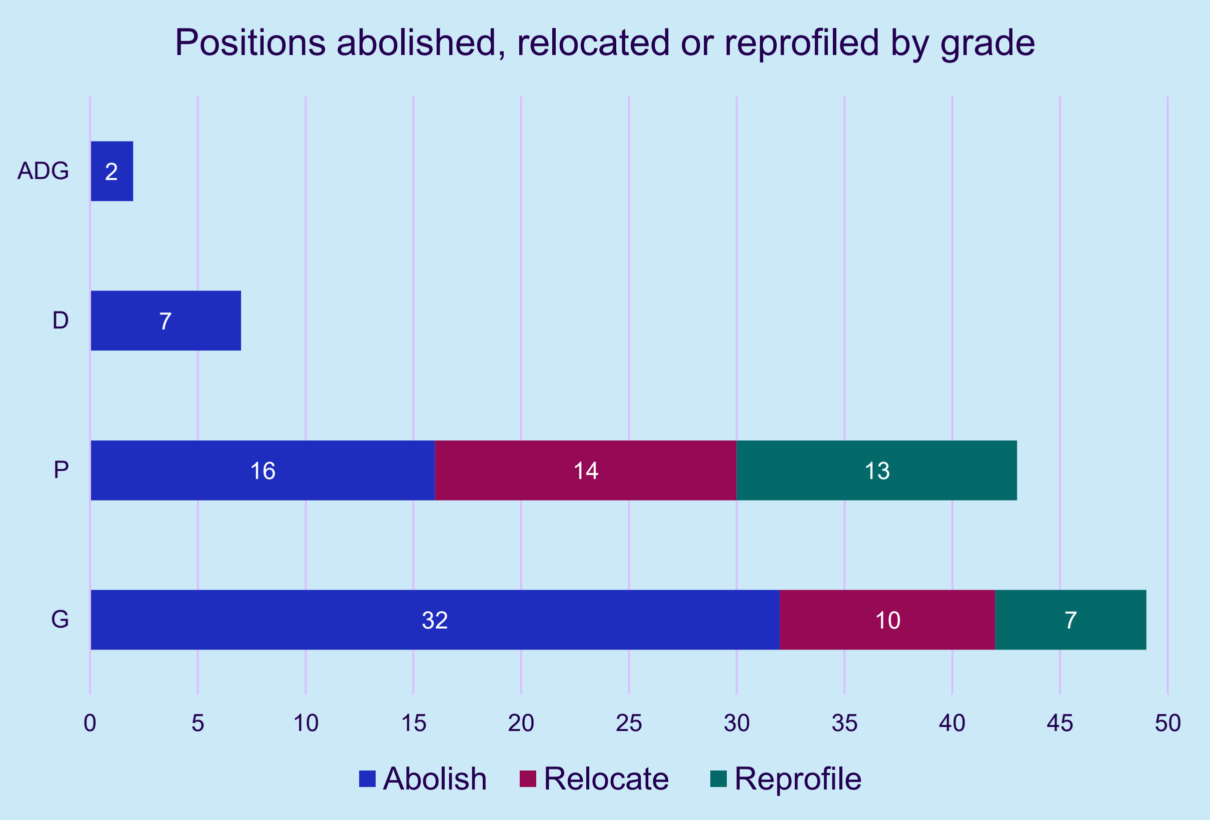


INS/7: Savings realized and planned in 2026-27 (Million US$)

Total: 82.5 million US$ / 8.9% of the budget



Ongoing changes in regular budget positions (2026)



Key Milestones (2026)

- Reform committees and task teams
- Streamlining of senior management positions and merger of departments
- Agreements to cover costs of ILO Offices
- Office space at HQ reorganized

Continuation of cost-containment measures
Implementation of task teams' work plans

- Office reorganization completed
- Redeployment ongoing based on review of regional structure
- Rental of Office space
- Global Service Centre model
- P&B 2028-29 proposals

Methodology for implementation of contingency measures

Decision on whether to proceed with contingency measures outlined in PFA/4

March

ILO reform webpage

June

November

356th GB session

Examination of the reform process, contingency measures and related strategies

356th *bis* GB Session

357th GB Session

Information on financial situation

358th GB Session

Progress in the reform process

Preview of the P&B 2028–29 proposals