

► ILO REFORM – Risk Register (as at 6 July 2026)

The risks contained in this Risk Register reflect key uncertainties associated to the ILO reform process. They are not presented in order of severity; they have been assigned on the highest level of responsible official.

The register is based on current assumptions and the best available information. By no means shall the register be regarded as having covered all possible risks. It shall capture the key risks as of today, acknowledging the need to be updated moving forward, as additional risks may emerge as the reform progresses.

Risk event	Potential consequences	Proposed response from the Office	Responsible	Time Frame	Status
1. No consensus is reached on the ILO reform vision.	The Office and its constituents do not maintain a clear, coherent and sustainable shared vision of key areas of the ILO reform, which results in inconsistent direction and implementation, and reduced credibility of the reform process.	Define and agree on the guiding priorities of the reform process .	ILO Governing Body and Director-General	November 2025	Implemented (Governing Body decision on GB.355/INS/7 , November 2025)
		Confirm a strategic vision for the reform process.	LO Governing Body and Director-General	March 2026	Implemented (Governing Body decision on GB.356/INS/7 , March 2026)
		Define and agree on clear scope of ILO core mandate (Pillar 1: Reprioritization and reorganization - Core mandate).	ILO Governing Body and Director-General Pillar 1	March 2026 onwards	In progress (Governing Body decision on GB.356/INS/7 , March 2026) (updated in Governing Body decision on GB.356/INS/7 , June 2026) Ongoing development and implementation

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		Design an organisational structure as part of the reform implementation framework (Pillar 1: office restructuring: new departmental structure operational and aligned with reprioritized programme of work).	Director General Pillar 1	March 2026	Implemented (DG's Announcements, Reform of the organizational structure at headquarters, IGDS No.729 , Version 1)
2. The prioritization process fails to adequately identify core and non-core activities.	Diluted non-core activities, without due consideration of capacity or mandate, risk wasting limited resources, delaying the delivery of ILO priority activities, and undermining stakeholder confidence.	Pillar 1 - Core mandate and programme of work 2026-27: Reprioritization of areas of work (incl. guidance for adjustments to the Programme and Budget for 2026-27).	Director-General ADG/CS Pillar 1	January 2026 onwards	In progress (See Paragraph 31 and Appendix I of GB.356/INS/7 , March 2026) Ongoing implementation
		Pillar 3 - Strategic planning and Results-based Management (RBM): A renewed ILO results framework for PB 2028-29; mechanisms for enhanced, integrated and strategic allocation of resources for results	ADG/CS Pillar 3	December 2026	In progress
		Pillar 2 - Finalize, in consultation with headquarters policy departments and based on the Office's prioritization exercise and constituent needs, the Regional Needs Analysis to identify priority areas for reinforcement, technical capacity gaps, and associated staffing requirements, including potential redeployments.	ADG/CABINET ADG/ECR Pillar 2	June 2026	Implemented
		Pillar 2 - Conduct a comprehensive review of the ILO field structure and functions , to clarify roles and responsibilities between headquarters and the field, strengthen coherence, efficiency, and alignment with the ILO's mandate and constituent needs, and identify priority locations and functions for reinforced presence. to enhance technical delivery, and ensure that the Office remains operationally effective, strategically positioned, and fit for purpose.	ADG/CABINET ADG/ECR Pillar 2	July 2026	In progress

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		Pillar 2 - Review and update working modalities for regional and field-based technical staff , including job descriptions, reporting lines, coordination mechanisms, and collaboration between headquarters and the field, to strengthen coherence, accountability, and effective knowledge sharing across the Office.	ADG/CABINET ADG/ECR Pillar 2	December 2026	In progress
		Pillar 2 - Conduct comprehensive technical, operational, legal, political, and financial assessments related to the potential relocation of selected Regional Offices (ROAS and ROECA) , including implications for staffing, governance, business continuity, duty of care, and cost efficiency, ensuring alignment with broader organizational reform initiatives, and submit any proposal deemed appropriate for consultation with relevant stakeholders.	ADG/CABINET ADG/ECR Pillar 2	July 2026	In progress
		Pillar 2 - Support the decentralization of DC projects and associated positions to regional and country levels , based on clear criteria and in consultation with policy departments and regional offices, while ensuring effective governance, accountability, and alignment with project objectives and donor requirements.	ADG/CABINET ADG/ECR Pillar 2	December 2026	In progress
		Finalize ILO Development Cooperation Strategy for 2026–29 (GB.356/POL/4) to enable the Office to pivot programmes swiftly in response to emerging requirements, and to demonstrate value for money through clear results and impact.	ADG/ECR	March 2026	Implemented (Governing Body decision on GB.356/POL/4 , March 2026) Ongoing implementation
3. Staff morale and productivity	Failure to achieve the intended reform objectives, poor-quality implementation of reform activities, or partial or incomplete delivery may result from capacity	Ensure regular and timely communication from the Director-General to staff on the progress of the reform, including periodic updates to promote transparency, strengthen trust, and support staff engagement throughout the reform process.	Director-General, Change Management Team	December 2025 onwards	In progress

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are affected by the implementation of the ILO reform.	constraints, with associated risks to staff mental health, well-being, and increased risk of burnout.	Appointment of the Change Management Team , finalization of its terms of reference, delivery of initial briefings.	Director-General, Change Management Team	December 2025	Implemented
		Development of the overall change rationale ("From-To-Because").	Change Management Team	January 2026	Implemented
		Development of a strategic change management plan .	Change Management Team	July 2026	In progress
		Staff Q&A sessions; launch of continuous communications through multiple channels (FAQs, talking points, Inside articles, broadcasts, intranet).	Change Management Team	January 2026 onwards	In progress
		Delivery of manager workshops , provision of coaching support, and establishment of feedback mechanisms (surveys, Q&A sessions).	Change Management Team	March 2026 onwards	In progress
		Provision of departmental support – tracking of progress and results; documentation of lessons learned and recognition of achievements feeding back to the reform process.	Change Management Team	2026 - 2027	In progress
		Implement measures to support staff on mental health and well-being topics , including through workshops, seminars, and coaching sessions, and proactively mitigate the risk of burnout during the reform process.	ADG/CS	March 2026 onwards	In progress
		Implement the ILO Human Resources Strategy for 2026–29 upholding a human-centred approach to managing change and duty of care principles through enhanced support for mental health, psychological safety and staff well-being.	ADG/CS	March 2026 onwards	Implemented (Governing Body decision on GB.356/PFA 9 , March 2026) Ongoing implementation

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		Ensure commitment to social dialogue through ongoing consultations and negotiations with the Staff Union via the Joint Negotiating Committee on any reform measures requiring adjustments to staff working conditions, contractual arrangements or entitlements.	ADG/CS	November 2025 onwards	In progress Memorandum of Understanding Framework Agreement on Workforce Adjustment (FAWA) Agreement on voluntary contingency measures for ILO staff
4. Internal governance and oversight mechanisms are not adequate to ensure coherent and accountable reform implementation.	Consequences may include failure to achieve reform objectives; disruption to internal governance mechanisms; and loss of credibility with stakeholders (internal and external)	Establish a Governance Committee to drive and oversee the implementation of the ILO reform.	Director-General	December 2025	Implemented
		Establish ethical safeguards for the ILO reform implementation, ensuring social dialogue with the Staff Union, as well as highest ethical standards, fairness, transparency and accountability.	Governance Committee	2026 onwards	In progress
		Establish and operationalize a Reform Implementation Framework , including a detailed timeline, defined milestones, and monitoring indicators, to support effective tracking, accountability, and the timely implementation of reform measures, ensuring that these are carried out in a coherent, transparent, and accountable manner.	Governance Committee	2026 onwards	In progress (ToRs of task teams finalized and team composition established) Reform monitoring Strategic framework and indicators (working draft)
		Prepare and submit regular progress reports to the Director-General and through Governing Body documents , to ensure oversight, accountability, and informed decision-making on reform implementation.	Governance Committee	2026 onwards	In progress
		Maintain and regularly update a Risk and Mitigation Matrix to identify emerging risks, assign risk owners, monitor mitigation measures, and support timely and informed management action throughout the reform process.	Governance Committee	2026 onwards	In progress

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		Pillar 2 – As part of UN80 process, review of collaboration with other UN organizations : update and consolidate the mapping of collaboration with other United Nations agencies, in coordination with policy departments and regional and country offices, to identify complementarities, overlaps, gaps, and opportunities for strengthening or developing new strategic partnerships.	ADG/CABINET ADG/ECR Pillar 2	December 2026	In progress
5. The financial resources available to support the Office's activities are significantly reduced.	The ILO reform measures and the additional contingency measures combined would have a material and sustained impact on the Organization's capacity to deliver and to respond to constituents' needs.	Closely monitor the Office's cash flow situation considering continued uncertainty regarding the payment of the assessed contributions and ensure readiness to implement contingency measures in cases of income shortfall, as outlined in document GB.357/PFA/4 .	TR/CF	March 2026 onwards	In progress (Governing Body decision on GB.357/PFA/4 , June 2026)
		Adjust non-staff expenditures , including the reduction and reprioritization of non-staff budgets for 2026–27 to ensure alignment with priority areas of work and support efficient reform implementation.	TR/CF	2026 onwards	In progress
		Implement staffing adjustments as required , including the orderly implementation of agreed terminations, in line with reform priorities and operational needs, and the reduction of positions where necessary.	ADG/CS	2026 onwards	In progress
		Explore pathways for additional revenue and/or subsidies from host countries, including the rental of HQ office space and the funding of ILO offices .	ADG/CS Pillar 3 ADG/CABINET Pillar 2	2026 onwards	In progress
6. Insufficient organizational capacity to deliver on reform activities and loss of institutional knowledge, expertise	Reform measures result in a significant loss of technical expertise, institutional knowledge and experienced staff, constraining the Organization's capacity over	Pillar 2 - Conduct a systematic review and mapping of Host Country Agreements and related country arrangements to ensure alignment with revised field structures, operational needs, and National Coordinator positions, and establish standard procedures for opening or scaling up ILO offices. Based on agreed	ADG/CABINET ADG/ECR Pillar 2	December 2026	In progress

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and key skills required for the future of the ILO.	several biennia, as such effects would not be readily reversible in the short term.	structural and functional adjustments, recommend the relocation and alignment of positions to support decentralization and effective field delivery, in accordance with established governance and human resources procedures.			
		Pillar 3 - Review and streamline business processes with a view to simplifying and standardizing processes to enable reform implementation and increase efficiency.	ADG/CS ADG/ECR Pillar 3	2026 onwards	In progress
		Pillar 3 - Develop and submit recommendations for the establishment of one or more Global Service Centres (GSCs) , including the scope of functions, implementation phases, internal restructuring implications, potential host country options, and relocation considerations. Prepare a dedicated workplan, if applicable, to support orderly and effective implementation.	ADG/CS Pillar 3	April 2027	In progress
		Implement the ILO's Human Resources Strategy for 2026–29 to support effective workforce alignment with the ILO's strategic objectives and priorities. This includes assessing current and future skills needs and implementing targeted talent development measures to address gaps and strengthen organizational capacity.	ADG/CS	March 2026 onwards	Implemented (Governing Body decision on GB.356/PFA 9 , March 2026) Ongoing implementation
7. Coordination and alignment between the ILO reform process and the UN80 initiative are not yet fully optimized across all levels of the Organization.	Delays in the implementation of the ILO reform arising from slower progress in the UN80 initiative; significant regional strategic resets and overhauls in collaboration with other UN key entities that may affect the ILO regional structure; adjustments in the cooperation with other UN	Pillar 2 - Ensure alignment with the UN80 reform stream on the institutional level.	ADG/ECR Pillar 2	March 2026 onwards	In progress
		Pillar 2 - Update and consolidate the mapping of collaboration with other United Nations agencies, in coordination with policy departments and regional and country offices, to identify complementarities, gaps, and opportunities for strengthened partnerships, and, where appropriate, adjust the allocation of responsibilities and	ADG/ECR Pillar 2	March 2026 onwards	In progress

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	entities as a result of review of ILO core activities.	address delays, if necessary, to ensure coherence, operational efficiency, and effective use of resources.			
		Pillar 2 - Initiate a structured dialogue with key UN entities to renew MoUs for specific cooperation activities and agree on joint implementation modalities.	ADG/ECR Pillar 2	March 2026 onwards	In progress