International Labour Organization

Reform monitoring

Strategic framework and indicators

ILO Reform – Project Management Team

Working draft

Updated: 11 June 2026

Contents

Introduction

- This presentation summarizes the key indicators that the Office will use to track progress and results across the **three pillars of the reform**, drawing on the work of established task teams and existing information and data management systems.
- The framework is anchored in the reform agenda described in GB.356/INS/7 and does not cover contingency measures linked to possible income shortfalls.
- Its objective is to provide a structured and consistent basis for monitoring reform implementation, organizational transformation, institutional results and enabling conditions for change, with a view to supporting decision making and regular reporting.

> *"The Office will monitor and report regularly to the Governing Body on the implementation and effects of the reform. Progress will be tracked through a defined set of key performance indicators…"*
>
> ▸ GB.356/INS/7, paragraph 42

ILO reform pillars

- Reprioritization and reorganization
- Reinforcement of field capacity
- Strategic planning, support services and office infrastructure

Reporting arrangements

Methodological aspects.
Technical notes will define each indicator, including baseline, target, data source, calculation method, reporting frequency, disaggregation, responsibilities, limitations, and validation process.

Reporting content.
Progress updates will include results by dimension and indicator with relevant disaggregation, explanations for delays, corrective actions, and qualitative context where needed.

Complementary indicators.
The framework will be complemented by other indicators to measure progress in specific workstreams (e.g. Global Service Centre and business process review) to be developed by the responsible task teams.

Reporting channels.
Information will be shared through the internal and external reform communication platforms and reflected in Governing Body reports, as appropriate.

Monitoring dimensions and areas

1. Reform implementation

- ✓ *Execution of reform measures by pillar → 1 key indicator*

2. Organizational transformation

- ✓ *Management structure and field capacity → 3 key indicators*
- ✓ *Operating model → 2 key indicators*
- ✓ *Savings → 1 key indicator*

3. Institutional results

- ✓ *Focus and delivery → 2 key indicators*
- ✓ *Support services → 1 indicator*
- ✓ *Perceived quality and responsiveness of ILO technical support → 2 indicators*

4. Enabling conditions

- *Change management → 1 key indicator*
- *Communication → 1 key indicator*
- *Social dialogue → 1 key indicator*

Key indicators

Dimension 1: Reform implementation

Indicator	Baseline	Target	Source	Frequency	Disaggregation
1.1. Percentage of reform **milestones** completed on time	Not applicable	≥ 90% of annual milestones	Reform implementation tracking dashboard	Monthly	• Reform pillar

	Pillar 1: Reprioritization and reorganization	Pillar 2: Reinforcement of field capacity	Pillar 3: Strategic planning, support services and office infrastructure
Milestones (2026)	• Reprioritization exercise (January 2026) • High-level management structure in place (March 2026) • Completion of Office reorganization (December 2026)	• Review of regional needs (May 2026) • Start of phased redeployment and reinforcement of regions (July 2026) • Adjustment to field structures and functions (December 2026) • Adjustment of working methods and performance management (December 2026)	• Review and streamlining of business processes (December 2026) • Definition of Global Service Centre (October 2026) • Preview of the Programme and Budget proposals for 2028-29 (October 2026)

Key indicators

Dimension 2: Organizational transformation

Management structure and field capacity

<table>
<tr><th>Indicator</th><th colspan="4">Baseline</th><th>Target</th><th>Source</th><th>Frequency</th><th>Disaggregation</th></tr>
<tr><td rowspan="5">2.1. Number of manager positions (D1 and above) funded by the regular budget</td><td>(2025)</td><td>HQ</td><td>Field</td><td>Total</td><td rowspan="5">Reduction
• 10% reduction in the total number of RB core positions D1 and above by end-2027</td><td rowspan="5">HR staff analytics</td><td rowspan="5">Annual</td><td rowspan="5">• Grade
• HQ/Field</td></tr>
<tr><td>ADG+</td><td>9</td><td>4</td><td>13</td></tr>
<tr><td>D2</td><td>19</td><td>0</td><td>19</td></tr>
<tr><td>D1</td><td>48</td><td>20</td><td>68</td></tr>
<tr><td>Total</td><td>76</td><td>24</td><td>100</td></tr>
<tr><td>2.2. Percentage of technical specialist positions located in field offices (international professional staff-P) funded by the regular budget</td><td colspan="4">43% (April 2026)</td><td>Increase
≥ 50% of technical positions in the regions in the programme and budget for 2028-29</td><td>Programme and budget documents and HR staff analytics</td><td>Biennial</td><td>• Region</td></tr>
<tr><td>2.3. Percentage of extra-budgetary funding managed by field offices</td><td colspan="4">85% (2025)</td><td>Increase
90% by the end of 2027</td><td>Development Cooperation Dashboard</td><td>Annual</td><td>• Region</td></tr>
</table>

Key indicators

Dimension 2: Organizational transformation

Operating model

Indicator	Baseline	Target	Source	Frequency	Disaggregation
2.4. Percentage of regular budget resources programmed in the context of the outcome-based workplanning process	To be established	**Increase** + 10 percentage points	Financial data analytics	Annual	• Outcome
2.5. Percentage of services fully transitioned and functioning in the Global Service Centre	Number and type of administrative functions and processes identified, including staffing	Specific targets to be established based on process mapping	Business analytics	Annual	• Type of service / process

Key indicators

Dimension 2: Organizational transformation

Savings

Indicator	Baseline	Target	Source	Frequency	Disaggregation
2.6. Regular budget savings realized through the reform measures (in USD and as a percentage of the approved Regular Budget for 2026-27)	Not applicable	• US$82.5 million (8.9%) in 2026-27 • US$116.3 million (12.5%) in 2028-29	Financial data analytics	Annual	• Staff/Non staff • Type of reform measure

Key indicators

Dimension 3: Institutional results

Focus and delivery

Indicator	Baseline	Target	Source	Frequency	Disaggregation
3.1. Percentage of regular budget resources allocated to the policy outcomes, excluding support services	63% (P&B for 2026-27)	**Increase** 66% in 2028-29	Programme and budget	Biennial	• By outcome
3.2. Percentage of global targets achieved in 2026–27	105% (2024-25)	**Maintenance of delivery performance** At least 100% in 2026-27	Programme implementation report	Biennial	• Policy outcome and output

Support services

Indicator	Baseline	Target	Source	Frequency	Disaggregation
3.3. Percentage of users reporting satisfaction with support services provided by the Global Service Centre	To be established	**Increase**	Survey	Annual as from the establishment of the Centre	• Organizational unit • Type of service

Key indicators

Dimension 3: Institutional results

Perceived quality and responsiveness of ILO technical support

Indicator	Baseline	Target	Source	Frequency	Disaggregation
3.4. Percentage of constituents reporting satisfaction with ILO technical support and responsiveness	To be established	**Increase**	ILO survey	Annual	• Group • Region
3.5. Percentage of UN Resident Coordinators reporting satisfaction with ILO technical support and responsiveness	To be established	**Increase**	ILO survey	Annual	• Region

Key indicators

Dimension 4: Enabling conditions

Change management

Indicator	Baseline	Target	Source	Frequency	Disaggregation
4.1. Percentage of staff directly impacted by the reform who indicate that they are satisfied with the support received	Not applicable	**To be determined**	Staff pulse checks	Six-monthly	• HQ/Field • RB/EB • Grade

Communication

Indicator	Baseline	Target	Source	Frequency	Disaggregation
4.2. Percentage of staff who report that the reform process is communicated in a transparent manner	Not applicable	**Increase**	Staff pulse checks	At major communication events	• HQ/Field

Social dialogue

Indicator	Baseline	Target	Source	Frequency	Disaggregation
4.3. Under discussion					