



Governing Body

346th Session, Geneva, October–November 2022

Institutional Section

INS

Date: 29 September 2022

Original: English

Third item on the agenda

Matters arising out of the work of the 110th Session (2022) of the International Labour Conference

Follow-up to the resolution concerning decent work and the social and solidarity economy

Purpose of the document

This document contains the proposed strategy and action plan on decent work and the social and solidarity economy to give effect to the conclusions adopted by the Conference at its 110th Session (2022) (see the draft decision in paragraph 30).

Relevant strategic objective: All.

Main relevant outcome: Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work.

Policy implications: Yes.

Legal implications: None.

Financial implications: None.

Follow-up action required: Yes, see draft decision in paragraph 30.

Author unit: Enterprises Department (ENTERPRISES).

Related documents: [GB.341/INS/3/1\(Rev.2\)](#); [Resolution concerning decent work and the social and solidarity economy](#).

▶ Background

1. At its 110th Session (June 2022), the International Labour Conference held a general discussion on decent work and the social and solidarity economy. The discussion led to the adoption by the Conference of a [resolution and conclusions concerning decent work and the social and solidarity economy](#) that provide a universal definition of the term “social and solidarity economy” and set out its associated principles and values. The Conference invited the Governing Body of the International Labour Office to give due consideration to the conclusions and to guide the Office in giving effect to them. It further requested the Director-General to develop a strategy and action plan on decent work and the social and solidarity economy to give effect to the conclusions, for consideration by the Governing Body at its 346th Session (October–November 2022), as well as to communicate the conclusions to relevant international and regional organizations, and to take into account the conclusions when preparing future programme and budget proposals and mobilizing extrabudgetary resources.
2. Based on the constitutional mandate of the ILO for promoting social justice and decent work, and in line with the conclusions, this strategy and action plan aim to promote the establishment and development of a strong and resilient social and solidarity economy (SSE) as a means of achieving decent work, while taking into account the diverse realities and needs of Members, including the varying degrees of development of the SSE, fundamental principles and rights at work, other relevant international labour standards and human rights.
3. The strategy and action plan recognize the continued relevance of the SSE to the ILO’s mandate since its founding and seeks to strengthen and consolidate the ILO’s leading role in promoting the SSE within the United Nations (UN) system, including through standards-related action. ILO instruments such as the [Promotion of Cooperatives Recommendation, 2002 \(No. 193\)](#), the [Transition from the Informal to the Formal Economy Recommendation, 2015 \(No. 204\)](#), and the [Employment and Decent Work for Peace and Resilience Recommendation, 2017 \(No. 205\)](#), acknowledge the contribution of the SSE to: reducing poverty and inequalities; inclusive societies; the transition from the informal to the formal economy; and enabling recovery and building resilience in the aftermath of crises.
4. The strategy and action plan are guided by the Declaration of Philadelphia in the ILO Constitution and the Goals of the 2030 Agenda for Sustainable Development. It is also guided by the ILO Declaration on Social Justice for a Fair Globalization (2008), as amended in 2022, the ILO Centenary Declaration for the Future of Work, 2019, and the ILO Global call to action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient, 2021. These instruments explicitly recognize the SSE as a crucial means of achieving sustainable development, social justice, decent work, productive employment, and improved living standards for all, as well as playing a part in addressing the environmental challenge.
5. The strategy and action plan are aligned with strategic institutional documents, including the [ILO’s Strategic Plan for 2022–25](#) and accompanying strategies, the [Programme and Budget for the biennium 2022–23](#), and the Preview of the Programme and Budget proposals for 2024–25 (GB.346/PFA/1). The strategy and action plan are informed by relevant evaluations including the [High-level evaluations of strategies and Decent Work Country Programmes](#), the [High-level independent evaluation of ILO’s research and knowledge management strategies and approaches 2010–2019](#) and the [High-level evaluation of ILO’s strategy and action for promoting sustainable enterprises 2014–19](#).

6. The strategy and action plan are structured around three objectives:
 - (a) **Objective 1:** Improved understanding of realities and needs related to decent work and the SSE.
 - (b) **Objective 2:** Increased capacity to promote decent work and the SSE.
 - (c) **Objective 3:** Enhanced coherence on decent work and the SSE.
7. The following five key operating principles underlie the strategy and action plan:
 - (a) **Grounding in international labour standards and social dialogue.** The strategy and action plan are guided by the fundamental principles and rights at work, other human rights relevant to international labour standards and social dialogue. A non-exhaustive list of instruments of the ILO and the UN relevant to decent work and the SSE is included in the conclusions. Social dialogue will play a key role in enabling constituents to address concerns of SSE enterprises, organizations and other entities.
 - (b) **Gender equality and non-discrimination.** The strategy and action plan highlight the important role of the SSE in fostering diversity, inclusion, solidarity, and respect for traditional knowledge and cultures, and in meeting the needs of disadvantaged groups and persons in vulnerable situations, and those affected by intersectional discrimination. It takes account of the SSE's role in respecting human dignity and provides for measures to integrate gender equality and non-discrimination in and through SSE entities at all levels, with special attention paid to women, youth, indigenous and tribal peoples, people with disabilities, older workers, migrants, refugees, and other groups of workers that may be in situations of vulnerability, particularly those engaged in the care, rural and informal economies.
 - (c) **Respect for SSE values and complementarity between SSE entities and other enterprises.** The strategy and action plan take into account the set of values that are intrinsic to the functioning of SSE entities and consistent with care for people and the planet, equality and fairness, interdependence, self-governance, transparency and accountability, and the attainment of decent work and livelihoods. It recognizes the complementarity between SSE entities and other enterprises to enhance the achievement of inclusive and sustainable economic growth, employment and decent work for all. It also acknowledges the value of collaboration in line with ILO Recommendation No. 193 and the [Conclusions concerning the promotion of sustainable enterprises, 2007](#).
 - (d) **Context-specificity.** The strategy and action plan recognize the importance of the SSE's local anchoring in building communities and fostering diversity, and its contribution to both well-established and innovative approaches to creating and maintaining decent work opportunities. It takes into account the diversity of the characteristics, circumstances and needs of SSE workers and entities, such as in crisis and post-crisis situations, across supply chains and in relation to just digital and environmental transitions. It also addresses such diversity through tailored, sector- and context-specific policy responses that meet the needs of Members and build on good practices and lessons learned.
 - (e) **Adaptability.** The strategy and action plan will be adapted as needed to address new opportunities and challenges that may arise, especially in the light of: evolving national, regional and global contexts and priorities; progress made or challenges encountered in the implementation of the 2030 Agenda, UN reform and other global and regional developments; and the availability of sufficient resources for the Office to implement the strategy and action plan.

► Strategy

Objective 1. Improved understanding of realities and needs related to decent work and the SSE

8. The Office will enhance the understanding and knowledge needed for a strong and resilient SSE that contributes to decent work, including through research, statistics, and knowledge management. In line with the five key operating principles, it will give particular attention to research that identifies challenges and opportunities associated with the SSE. Special emphasis will be placed on identifying good practices concerning a favourable environment for SSE entities, including an enabling legal, policy and regulatory framework, adequate participation and a pro-active role of social dialogue actors and institutions, policies tackling informality, poverty, indebtedness, legal uncertainty, weak rule of law, inadequate access to finance, unfair competition and trade practices, and other deficits in the conditions for a conducive environment.

Output 1.1. Enhanced research on decent work and the SSE

9. The Office will conduct research and disseminate findings that systematize collaboration across technical areas and synergies, multidimensional approaches, the scaling-up of good practices, and the institutionalization of lessons learned at the global, regional, and country levels. The research will aim to provide the ILO tripartite constituents with the analysis they need to review and improve policies and legislation on the SSE, develop evidence-based policy actions and assess their impact on national and international communities. The research will also aim to provide guidance for directing resources and capacities to the most pressing priorities supportive of advancing decent work in and through the SSE. The Office will ensure that the research undertaken on issues of concern to decent work and the SSE is participatory in nature and is based on consultation and validation by the ILO's tripartite constituents. The research will also benefit from collaboration and continued engagement with SSE partners, notably within the [United Nations Inter-Agency Task Force on Social and Solidarity Economy \(UNTFSSSE\)](#).

Output 1.2. Improved statistics on decent work and the SSE

10. The Office will support Members in further developing a methodological framework to measure the SSE's economic and social contribution, and in collecting and compiling comparable, timely, reliable, and harmonized data on the SSE. It will work towards the development of international guidelines on statistics concerning the SSE. It will also assist Members to improve statistics on the SSE, such as through satellite accounts and collaboration between national statistical institutes and SSE institutional representatives, to inform the formulation and implementation of policies. The Office will schedule presentations and discussions on statistics of cooperatives and statistics of the SSE at the 21st and 22nd International Conferences of Labour Statisticians (ICLS) in 2023 and 2028, respectively.

Output 1.3. More effective knowledge management on decent work and the SSE

11. The Office will develop and disseminate a range of knowledge products, facilitate the sharing of good practices, and undertake effective communication, knowledge sharing and awareness-raising activities with stakeholders at all levels. Key stakeholders notably include: the ILO's tripartite constituents; the UNTFSSSE; SSE networks and representative bodies; international

organizations; research, education and training institutions; national statistical offices; and the general public.

Objective 2. Increased capacity to promote decent work and the SSE

12. In pursuing stronger normative action for achieving social justice, the Office will strengthen the capacity of constituents to promote decent work in and through the SSE. Capacity development will address ways to promote and realize the fundamental principles and rights at work in SSE entities, ratify and implement relevant international labour standards and give effect to the related recommendations of the ILO supervisory bodies. The Office will enhance legal and standards-related advisory services for the provision of technical assistance to constituents on decent work and the SSE, including through development cooperation.
13. In pursuing stronger and more influential tripartite constituents and social dialogue on decent work and the SSE, the Office will provide technical assistance to develop the capacity of constituents. The Office will also support the capacity development of SSE entities and ILO staff to effectively promote decent work and the crucial socio-economic role of the SSE. To this end, the Office will update its portfolio of tools and methods for capacity development on decent work and the SSE, including the SSE Academies of the International Training Centre of the ILO in Turin. It will elaborate and test innovative and tailored approaches to capacity development, including by leveraging digital technologies that support and promote diversity, inclusion, and accessibility, including for persons with disabilities. It will also foster national ownership of capacity development tools and further facilitate learning and exchanges of country-level experiences.
14. The Office will support constituents to develop an inclusive, integrated and gender-transformative approach to the promotion of the SSE, including with respect to groups in situations of vulnerability, recognizing the value of care and unpaid work, and promoting a working environment free of violence and harassment. It will help constituents foster the SSE's contribution to social and economic inclusion, especially as regards women, youth, and disadvantaged groups, such as the unemployed, persons with disabilities, migrant workers, and indigenous and tribal peoples, among others.

Output 2.1. Improved capacity development on decent work and the SSE at the societal level

15. In promoting sustainable enterprises for decent work, the Office will develop the capacities of Members to establish a conducive environment for SSE entities consistent with the nature and diversity of the SSE, including an enabling legal, policy and regulatory framework. It will support Members to improve their capacities to respect, promote and realize the fundamental principles and rights at work, other human rights and relevant international labour standards, including in and across all sizes and types of SSE entities. It will also help Members ensure that entities and workers in the SSE benefit from freedom of association and the effective recognition of the right to collective bargaining, enable social dialogue through the most representative organizations of employers and workers to shape measures that directly affect entities and workers of the SSE and, where appropriate, with relevant and representative organizations of the SSE entities and workers concerned. The Office will assist Members to ensure a level playing field by treating SSE entities in accordance with national law and practice and on terms no less favourable than those accorded to other forms of enterprises, in line with ILO Recommendation No. 193. It will support Members to combat pseudo-SSE entities and prevent such entities from circumventing labour and other legislative protections in violation

of workers' rights. It will also address the risk of unfair competition with compliant enterprises and responsible businesses, in particular micro, small and medium-sized enterprises, in line with Recommendation No. 193.

16. In pursuing full and productive employment for just digital and environmental transitions, the Office will assist Members in integrating the SSE into national development, recovery, and employment strategies. This will support pro-employment macroeconomic, tax, industrial, social, environmental, and other policies for promoting just digital and environmental transitions and reducing inequalities. The Office will help Members introduce support measures to enable access to information, finance, markets, technology, infrastructure, and well-regulated and socially responsible public procurement. Special attention will be given to disadvantaged groups and persons in vulnerable situations. Furthermore, the Office will also assist Members to promote the SSE by fostering social innovation and entrepreneurship, while preserving and promoting the traditions and cultures of indigenous and tribal peoples and other specific groups.

Output 2.2. Enhanced capacity development on decent work and the SSE at the organizational level

17. The Office will support Members to strengthen the interaction and partnerships between SSE entities and public and labour administration at all levels, including local and regional. It will assist Members to strengthen labour inspection and promote collaboration among labour inspectorates and other relevant public authorities, social partners, and SSE representatives. This will help prevent, discourage, and sanction pseudo-SSE entities, unlawful practices, and rights violations, thereby protecting workers and preserving the autonomy and independence of SSE entities, and ensuring fair competition. The Office will also develop guidance and provide training to labour inspectorates on effective enforcement of labour or other workplace-related legislation applicable to the SSE. This will help ensure that SSE entities are neither set up nor used for non-compliance with labour law or used to establish disguised employment relationships.
18. The Office will support the social partners to engage in social dialogue with a collaborative and pro-active attitude vis-à-vis the SSE on issues of mutual interest. It will facilitate their sharing of knowledge and experiences, notably on good practices to promote decent work in and through the SSE. It will also promote partnerships between SSE networks and the most representative employers' and workers' organizations. Such partnerships would help SSE entities benefit from support services and advice favouring their development and the resolution of social and economic issues.
19. The Office will support employers' organizations to facilitate SSE entities' access to business networks and partners that can: contribute to their development; enhance their business potential and entrepreneurial and managerial capacities; strengthen their productivity and competitiveness; and facilitate their access to international markets and institutional funding. Where appropriate, it will support employers' organizations to extend membership to SSE entities wishing to become members and provide them with adequate support services.
20. The Office will support workers' organizations to: reinforce and defend the rights and interests of SSE workers; increase SSE workers' awareness of their labour and social security rights; recruit SSE workers to join unions; support their organizing and collective bargaining; develop partnerships and alliances to achieve common goals; and increase the visibility of SSE workers. The Office will also support workers' organizations to provide inputs and counselling, especially

for SSE entities in their formative stages, facilitate the provision of SSE goods and services for union members, and contribute to the establishment of SSE entities, as relevant.

21. Furthermore, the Office will provide capacity building to promote decent work in the SSE, in collaboration with the Turin Centre. This will support the development of entities to improve levels of productivity, resilience, social contribution, and well-being. The Office will also assist Members to enhance productivity by enabling the horizontal, vertical, and transversal organization of SSE entities, harnessing the complementarity and possible synergies with other enterprises, in line with the [Job Creation in Small and Medium-Sized Enterprises Recommendation, 1998 \(No. 189\)](#).

Output 2.3. Strengthened capacity development on decent work and the SSE at the individual level

22. The Office will support Members to promote competencies development and lifelong learning and training, integrate the SSE into public education at all levels, and invest in the education and training of workers and entities in the SSE, including on financial literacy, to improve their resilience and effectiveness. The Office will work with ILO constituents to explore opportunities in curricula and syllabi development on decent work and the SSE for education and training institutions.

Objective 3. Enhanced coherence on decent work and the SSE

23. Greater policy, programmatic and budgetary coherence at all levels is critical for the success of the strategy and action plan. Consequently, the strategy and action plan place an emphasis on coherence within the ILO, with and between the constituents, SSE entities and networks and other enterprises. It also examines coherence in the UN development system and among a broader spectrum of stakeholders, including international financial institutions and development partners.

Output 3.1. Improved policy coherence on decent work and the SSE

24. In pursuing policy coherence for social justice and a new global social contract, the Office will support national strategies and targeted programmes where SSE entities can be instrumental. In line with the conclusions on decent work and the social and solidarity economy, it will focus in particular on the following areas:
 - (a) **Decent work for care economy workers.** The Office will strengthen Members' capacity to recognize and appropriately value the contribution of care economy workers in the SSE and improve their access to decent work, including social security coverage, and their access and contribution to quality care.
 - (b) **Transitions from the informal to the formal economy.** The Office will assist Members to consider the potential role of the SSE in the transition from the informal to the formal economy, including in rural areas. It will also help Members to take into account the need to pay special attention to SSE workers and entities in the design, implementation and monitoring of strategies and measures to address the root causes of informality. Furthermore, the Office will support the achievement of universal, adequate, comprehensive, and sustainable social protection systems that are inclusive of workers in the SSE.
 - (c) **Just transition towards environmentally sustainable economies and societies.** The Office will assist Members to foster the contribution of SSE entities and sustainable

enterprises to a just transition towards environmentally sustainable economies and societies for all, which promote sustainable consumption and production patterns, while taking into consideration challenges such as climate change.

- (d) **Decent work in supply chains.** Taking into account the ILO's [Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy \(MNE Declaration\)](#), the Office will assist Members to further the contribution of the SSE to decent work in supply chains, including through the development of fair, equitable and sustainable trade and other forms of cooperation between SSE entities. It will also support Members to facilitate improved access of SSE entities to financial services, including, where appropriate, through diverse and specific financial measures and instruments. The Office will also take into account the [Building blocks for a comprehensive strategy on achieving decent work in supply chains](#), as they relate to the SSE.
 - (e) **Decent work in crisis and post-crisis situations.** The Office will support Members to further the contribution of SSE entities to crisis prevention and crisis recovery, social cohesion, peace, and resilience concerning crises arising from socio-economic downturns, conflicts, and disasters. The objective is to enhance access to decent work and livelihood opportunities for population groups and individuals who have been (or may be) made particularly vulnerable by crises. These may include young persons, women, persons belonging to minorities, indigenous and tribal peoples, persons with disabilities, internally displaced persons, migrants, and refugees and other forcibly displaced persons.
25. The Office will assist Members to establish a mechanism for inter-ministerial collaboration and coordination of SSE-related policies within and across national structures. It will maintain, intensify and, where possible, broaden SSE-related partnerships, to better coordinate efforts on policy guidance and tools that enhance and complement existing frameworks and agreements. Furthermore, the Office will strengthen its leading role on the SSE for advancing decent work and sustainable development. It will promote policy coherence on decent work and the SSE in the multilateral system, with the UN at its core. To that effect, the Office will leverage the contribution of the UNTFSSSE. Moreover, the Office will seek engagement with international financial institutions, other multilateral or international institutions, and regional groupings, to mainstream international labour standards in pro-employment macroeconomic and industrial policies through global action on the SSE.

Output 3.2. Strengthened programmatic coherence on decent work and the SSE

- 26. The Office will better integrate the SSE into the relevant outcomes, outputs and indicators of the ILO programme and budget. The Programme and Budget proposals for 2024–25 already include an output specific to the SSE. Furthermore, the Office will strengthen the integration of the SSE into ILO activities at regional and national levels, including through Decent Work Country Programmes, and other relevant ILO activities. To that effect, it will develop the capacities of social partners and national social dialogue institutions to reinforce the institutional development of SSE entities. The Office will also improve the integration of the SSE into development cooperation projects, including South–South and triangular cooperation.
- 27. Furthermore, the Office will reinforce its technical and human capacities on decent work and the SSE at headquarters and in the field. In line with the recommendations of the High-level evaluation of ILO's strategy and action for promoting sustainable enterprises 2014–19, the Office will develop the capacity of ILO staff on decent work and the SSE. It will also establish an Office-wide Network on Decent Work and the SSE, coordinated by the ILO Cooperatives Unit (COOP), as a key institutional mechanism for operationalizing the strategy and action plan. The

Network will serve as a coordination mechanism for the ILO’s promotion of the SSE. The Network will place an emphasis on coordination with the Bureau for Employers’ Activities (ACT/EMP) and the Bureau for Workers’ Activities (ACTRAV), in close cooperation with employers’ and workers’ organizations. It will focus on identifying strategies and work methods that enable and build capacities to mainstream SSE into their areas of work.

Output 3.3. More effective budgetary coherence on decent work and the SSE

- 28. Based on the best estimates of the Office, the strategy and action plan have an approximate total cost of US\$37.5 million for 2023–29. This is in addition to the existing regular budget resource allocations, on the assumption that the latter will remain at their level in the 2022–23 biennium.
- 29. While some activities under the strategy and action plan will be delivered using the available resources within the approved regular budget level for the biennium, or under existing development cooperation projects, others will require the mobilization of additional resources. Efforts will be made by the Office to meet the costs of such activities by leveraging additional resources from ILO partners at the global, regional, and country levels. In case sufficient resources are not available, the Office will identify priority outputs that it will be able to deliver within the available staff and non-staff resources and time frame. The Office will give attention to the cost-effectiveness of interventions through research and pilot projects and programmes. It will further develop, implement, and scale up related development cooperation projects at regional and national levels, giving priority to decentralized projects. The Office will examine ways to reinforce the resources allocated to decent work and the SSE.

► **Action plan**

► **Action plan on decent work and the SSE (2023–29)**

High level outputs	Corresponding points in the conclusions	Relevant Programme and Budget outputs (2022–23)	Time frames
Objective 1. Improved understanding of realities and needs related to decent work and the SSE			
Estimated resource requirements: US\$15.6 million			
Output 1.1. Enhanced research on decent work and the SSE			
Programme of high-quality research on decent work and the SSE, developed, implemented and disseminated through a consultative process to ensure its relevance and responsiveness to the needs of the constituents	7(a), 16(b)	A.2 4.1	2023–29

High level outputs	Corresponding points in the conclusions	Relevant Programme and Budget outputs (2022–23)	Time frames
Output 1.2. Improved statistics on decent work and the SSE			
Progress update on the country case studies on statistics of cooperatives presented and discussed at the 21st ICLS	9(n), 16(c)	A.1 4.1	2023
A room document and a presentation on statistics of the SSE prepared for discussion at the 21st ICLS	9(n), 16(c)	A.1 4.1	2023
A manual on statistics of cooperatives prepared, presented and discussed for consideration and adoption at the 22nd ICLS	9(n), 16(c)	A.1 4.1	2023–28
Guidelines on statistics of the SSE developed, presented and discussed for consideration and adoption at the 22nd ICLS	9(n), 16(c)	A.1 4.1	2023–28
Output 1.3. More effective knowledge management on decent work and the SSE			
Knowledge management strategy developed and implemented, including through interviews, webinars, videos and visual products that inform about and popularize ILO messages and inspire audiences regarding decent work and the SSE	6(b), 16(b), 16(c)	A.2 A.3	2023–29
Objective 2. Increased capacity to promote decent work and the SSE			
Estimated resource requirements: US\$17.2 million			
Output 2.1. Improved capacity development on decent work and the SSE at the societal level			
Updated legal and policy guidance and technical advice provided in response to constituents' requests for an enabling environment for the SSE and its entities	6(c), 6(e), 6(f), 6(h), 6(k), 7(a), 7(c), 7(e), 7(g), 8, 9(a), 9(b), 9(c), 9(e), 9(f), 9(h), 9(i), 9(j), 9(k), 9(l), 9(n), 11, 16(a), 16(h)	1.1, 1.2, 1.3, 1.4 2.2 3.1, 3.2, 3.3, 3.4 4.1, 4.2, 4.3, 4.4 6.1, 6.2, 6.4 7.4	2023–29
Updated guidance and technical advice provided on mainstreaming the SSE into national, regional and global strategies and programmes	6(c), 6(e), 6(f), 6(i), 6(j), 6(k), 7(c), 7(e), 8, 9(a), 9(b), 9(c), 9(d), 9(e), 9(f), 9(i), 9(j), 9(k), 11, 16(a), 16(e), 16(h)	2.2 3.1, 3.2, 3.3, 3.4 4.1, 4.2, 4.3, 4.4 6.1, 6.2, 6.4, 7.4	2023–29

High level outputs	Corresponding points in the conclusions	Relevant Programme and Budget outputs (2022–23)	Time frames
Output 2.2. Enhanced capacity development on decent work and the SSE at the organizational level			
Differentiated capacity development support provided through reviewed and updated tools and methods, including SSE Academies and SSE mainstreaming into other academies or training courses organized by the Turin Centre, in response to the needs of government institutions, employers' organizations, workers' organizations, and SSE entities to advance decent work and the SSE	7(d), 7(e), 7(g), 8, 9(g), 9(h), 9(k), 9(l), 9(m), 9(n), 10, 12, 13, 16(a), 16(f), 16(g), 16(h)	1.1, 1.2, 1.3, 1.4 2.2 3.1, 3.2, 3.3, 3.4 4.1, 4.2, 4.3, 4.4 6.1, 6.2, 6.4 7.1, 7.4	2023–29
Output 2.3. Strengthened capacity development on decent work and the SSE at the individual level			
Education and training materials on decent work and the SSE developed and disseminated with education and training institutions in close coordination with ILO constituents and representative bodies of the SSE	9(m), 9(n), 11, 16(a), 16(g)	4.2, 4.3 5.3	2023–29
Objective 3. Enhanced coherence on decent work and the SSE			
Estimated resource requirements: US\$4.7 million			
Output 3.1. Improved policy coherence on decent work and the SSE			
Support provided for the constituents to integrate SSE entities, networks and concerns into relevant strategies and targeted programmes across all levels	6(e), 6(i), 7(c), 9(d), 9(f), 16(a), 16(e)	3.1, 3.2, 3.3, 3.4, 3.5 4.1, 4.2, 4.3, 4.4 5.4 6.1, 6.4 7.4, 7.5 8.1, 8.3	2023–29
SSE-related partnerships maintained (including through the UNTFSSSE), intensified and channelled towards a Global Social Justice Coalition bringing together constituents, UN agencies, international financial institutions, development partners, private foundations, enterprises, academia and other stakeholders	16(k), 16(l)	A.4 4.1	2023–29

High level outputs	Corresponding points in the conclusions	Relevant Programme and Budget outputs (2022–23)	Time frames
Output 3.2. Strengthened programmatic coherence on decent work and the SSE			
ILO management support for the integration of decent work and the SSE into the relevant outcomes, outputs and indicators of the ILO programme and budget, approaches, strategies, projects, and programmes strengthened	16(d), 16(i)	B.1	2023–29
South–South and triangular cooperation events on the SSE conducted in close consultation and coordination with the constituents	16(d)	A.4 4.1	2023–29
The capacity of relevant ILO officials to integrate the SSE into ILO approaches, strategies, projects, and programmes, including in crisis settings, developed in close consultation and coordination with ACT/EMP and ACTRAV and related departments at headquarters and in field offices	16(d), 16(i)	B.1 C.3	2023–29
Office-wide network on decent work and the SSE established and active in the headquarters and field offices, with the participation of ACT/EMP and ACTRAV, in close cooperation with employers’ and workers’ organizations	16(j)	C.4	2023–29
Output 3.3. More effective budgetary coherence on decent work and the SSE			
Resource mobilization plan on decent work and the social solidarity economy developed and implemented using a One ILO approach	16(i)	A.4	2023–29

▶ Draft decision

- 30. The Governing Body endorsed the proposed strategy and action plan on decent work and the social solidarity economy and requested the Director-General to consider its guidance in implementing the strategy.**