



Implementation Strategy¹

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CONTEXT

In addition to claiming millions of lives, the COVID-19 pandemic has caused an unprecedented loss of jobs and livelihoods and exacerbated income insecurity around the world. The impact has been particularly adverse for people without access to social protection, including those working in the informal and care economies, women, children, youth, and those without access to digital technologies.

More recently, the conflict in Ukraine has exposed fragilities in the global food and energy systems, as well as in the global economic and financial systems, triggering a cost-of-living crisis around the world unseen in at least a generation. This has to be set against the backdrop of the triple planetary crisis (climate change, pollution, and loss of biodiversity) and its adverse impacts on economies and societies, including on water security and food production, health, and well-being (as described in the IPPCC's *Climate Change 2022* report).

and related road maps on social protection, care economy and health workers, informality, jobs and just transitions (including green and

PILLAR 1: INTEGRATED AND EVIDENCE-BASED NATIONAL STRATEGIES AND POLICIES

Combined investments in decent jobs and universal social protection contribute to inclusive structural transformation, the creation by sustainable enterprises of formal jobs with social protection, effective social protection coverage for all – including those who are poor and vulnerable – and improved working conditions and living standards for everyone – including children, young people, women, persons with disabilities, migrant workers, displaced populations and others

These integrated approaches will use several entry points (e.g. social protection, pathways to formality, jobs in digital, care and green economies, children and young people, as described in the thematic road maps prepared by the Inter-Agency Task Team) and follow multiple logical chains of development and impacts. For instance:

- Significant investments in universal social protection, together with adaptations/incentives for excluded groups, will reduce coverage gaps among the 4.1 billion such people, including workers in the informal economy, children, women, rural populations, migrant workers, and refugees; reduce poverty; and secure a more sustainable and equitable financing mix for social protection (combining social security contributions and taxes).
- Legal, administrative, tax, trade, and other incentives; improved capacity of institutions to deliver efficiently; and strengthened capacities of workers and economic units to enter the formal economy can facilitate the transition to formality, thereby providing access to decent working conditions and adequate social protection, as well as enabling higher levels of productivity and an increased tax and social security contribution base.²
- Sufficient investments in the care sector will facilitate the creation of decent jobs, entrepreneurship opportunities, the provision of quality services to older persons, children, and people with disabilities, and reduce the unpaid care burden carried by family members, particularly women, while facilitating women's effective labour force participation.
- Potential synergies between climate adaptation, ecosystem services and poverty reduction policies, and increasing the availability of public and private finance for this purpose, can facilitate sufficient investments in climate/environmental policy responses, which enable just transition measures covering, notably, decent job creation, social protection, and skills development. In the long run, this approach can accelerate the transition to green, nature-positive, and circular economies.
- Access to quality education, skills linked to market needs (upskilling and reskilling) including digital skills enhancement, internships, apprenticeship, lifelong learning, and decent employment opportunities with adequate social protection for young people, often not in education, employment, or training (NEET), can improve their future labour market prospects.
- Adequate and sustainable public social spending, in line with the Addis Ababa Action Agenda, can support recovery, reduce poverty and inequalities, and

BOX 1 - EXAMPLES OF POSSIBLE TRANSITIONS SUPPORTED BY THE GLOBAL ACCELERATOR ON JOBS AND SOCIAL PROTECTION

Case 1: Green Transition

The green transition has broad impacts on the environment as well as on lives, jobs, incomes, and communities, making integrated policies indispensable. This requires comprehensive national policy frameworks that integrate key policy areas, including for industrial and sectoral policies, enterprise development, competitiveness, employment, and social protection, all underpinned by effective social dialogue, inclusivity, and policy and institutional coherence.

In this context, it is essential to design, regulate and monitor adequate sustainability measures with a view to avoiding conflicts between climate objectives and other developmental targets and averting negative impacts on people's livelihoods and communities.

Case 2: Life and work transitions

Across the life cycle, people experience

PILLAR 2: INTEGRATED FINANCING, COMBINING DOMESTIC RESOURCES AND INTERNATIONAL FINANCIAL SUPPORT

Mobilizing financing on the scale required to address the “great finance divide”³ and overcome the devastating socio-economic impacts and job losses caused by the COVID-19 pandemic, the growing climate emergency, and other crises (such as the Ukraine war and its consequences) is vital. In the face of significant employment and income losses and higher rates of poverty, t

- Assessment and identification of financing options to support inclusive social protection and job creation in the context of green transitions

Domestic public resources

- Improving fiscal space through progressive taxation and other fiscal policies
- Formalization of employment and enterprises to generate social security contributions and taxes
- Systemic integration of social protection, social inclusion, job creation and just transitions into public budgets

Domestic and international private financing

- SDG-aligned investment promotion

International development cooperation

- Mobilization, alignment and streamlining of ODA
- Debt relief, cancellation, and restructuring
- Securing social spending floors in collaboration with international financial institutions (IFIs)

Partner countries can also decide to go further by subscribing to the below theory of change and monitoring framework, thus showing the path for others to facilitate just transitions and expand social protection and job creation. As required, pathfinder countries will receive technical and financial support from the Global Accelerator's Technical Support Facility (TSF) and UN Country Teams, with priority given to LDCs and countries in fragile situations, compounded by the ongoing food, energy, and financial crises.

RESULTS FRAMEWORK

As each pathfinder country (see section 4) will develop its own integrated road map and strategy to address its specific social and economic challenges, it is important to develop a generic results framework which focuses on the key outputs and outcomes that should be targeted for the effective implementation of the GA at country level. National results frameworks will be aligned with UNSDCFs and national development plans.

Table 1: Draft generic results framework

(Note: This draft will be finalized in consultation with the partners interested to support the implementation of the Global Accelerator)

Medium and long-term outcomes	Indicators
Creation of decent and productive jobs in the green, care and digital economies that improve the fiscal space and options for (re-)distributive policies	Quantitative and percentage increase in decent jobs in targeted sectors (def

2.

relevant stakeholders are organized at the country level

global/regional levels organized
(minutes)

Number of global/regional meetings of
ministers of finance

This will build on existing processes and structures at the country level, aiming at further strengthening them and enhancing their role in the integration of policies and financing strategies. Implementation would be aligned with the three pillars of the GA, running in parallel and feeding into each other. The Global Accelerator's interventions will be calibrated on the basis of ongoing national processes with a view to adding value and avoiding duplication. Each workstream will be rolled out during a six-to-nine-month inception phase that would transition into an implementation phase. Depending on the country's situation, steps related to each workstream may be initiated and take place concomitantly and/or build on previous engagement and analytical processes. The more detailed steps of this process are available in Annex II.

Figure 3. Implementation model

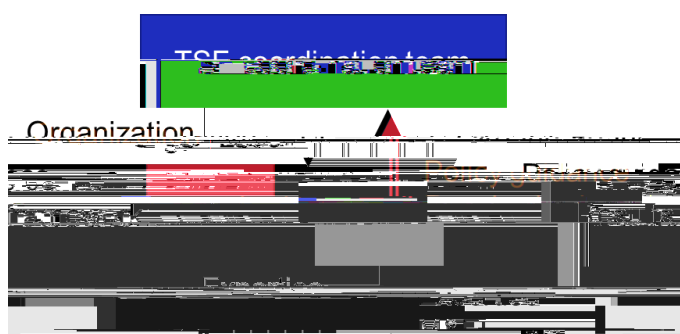
- It develops an alignment/engagement strategy with technical partners, bilateral cooperation and IFIs that may not directly contribute to the TSF but provide technical or financial support to pathfinder countries that need it within the framework of the Global Accelerator.
- It coordinates the identification of such countries and the design of the Accelerator's operations within them, organizing national consultations by mobilizing social partners, among other means.
- It supports the development of an initial round of UN joint projects to support countries, providing

partnerships with development partners and IFIs, jointly implementing the programmes and reporting back to the TSF's coordination team on programme implementation, results, and impact. *They will receive support from the global/regional hub of experts for technical assistance and capacity building in specialized areas of expertise.*

In addition, development and financial partners may, through their bilateral technical and financial assistance, contribute to the country-level implementation of the GA. Such alignment, based on common principles and the results framework, will be reflected and consolidated as part of the GA's achievements (see section 6, "How to ensure alignment?").

Within joint country programmes, steering committees comprising government, social partners and project implementers may be explored and could be responsible for overseeing the work of the programmes and reporting against the agreed results framework. To the extent possible, existing structures will be prioritized to anchor the GA's programmes, and its governance will be streamlined to avoid fragmentation and duplication of structures and processes.

Figure 4. Technical Support Facility



Three types of contributions can be made to the TSF of the Global Accelerator, as follows.

Human resources

UN agencies, development partners and countries can fund staff positions in the TSF (e.g., for the hub of experts, the coordination team or within countries, or liaison officers with employers and workers organizations), or assign/second their staff to participate in the activities of the TSF. Resources and staff will be prioritized for deployment at the regional and country levels.

New cooperation projects

UN agencies, development partners and countries can develop, and finance new projects based on the Global Accelerator's theory of change to support the design and implementation of national road maps and financing strategies and to strengthen the existing support capacity at regional and country levels, and/or the hub of experts or the coordination team. Funding can be channelled through the Joint SDG Fund Window on Decent Work and Universal Social Protection as well as other global or regional funds. Funding can also be negotiated directly with UNRCs at the country level or implementing agencies.

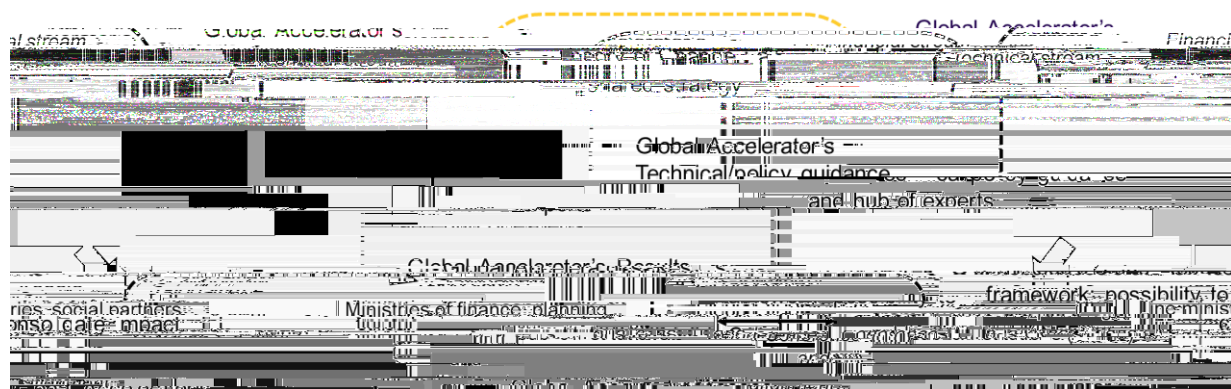
Alignment of pre-existing cooperation projects

UN agencies, development partners and countries can also review existing projects for conformity with the GA's theory of change and global results framework, adapting approaches where needed. This would require incorporating indicators from the common results framework, contributing to results reporting and knowledge development, and sharing efforts (see section 6, "How to ensure alignment?").

GOVERNANCE STRUCTURE

Joint funding mechanisms (e.g., through the Joint SDG Fund Window) and partnerships will further foster alignment and cooperation while avoiding gaps and overlaps in the technical and financial assistance provided.

Figure 6. Ensuring alignment of various financing and technical streams under the Global Accelerators framework



7. HOW WILL THE GA BE FINANCED (FUNDING AND FINANCING ARCHITECTURE)?

Funding of the Technical Support Facility

The Technical Support Facility aims to provide technical support to countries in:

- Developing nationally defined integrated policies and strategies to create 400 million jobs, and progress towards the achievement of universal social protection, while ensuring a just transition for all.
- Establishing the financing architecture necessary to achieve this ambition, through domestic public resources, domestic private resources, and additional complementary financial assistance through international development cooperation, while building national capacities to mobilize domestic resources to reduce dependence on external financing in the medium term.
- Enhancing coherence among technical and financial partners through improved alignment of their objectives and strategies related to jobs, social protection and just transitions.

The Technical Support Facility has a budget of US\$600 million, to support at least 30 countries over a period of four years (Figure 7).

Figure 7. Budget of the Technical Support Facility (in millions of US\$)

	2022	2023	2024	2025	
	Year 1	Year 2	Year 3	Year 4	Total
Number of countries receiving UN support	8	15	30	30	
Coordination team	1.3	1.9	3	3	9.2
Hub of experts at regional/country level	3.6	6.8	13.5	13.5	37.4

STRATEGIES TO ENGAGE THE IFIS

UN and IMF

Abbreviations used

CA4JI	Climate Action for Jobs initiative
DJ4Y	Global Initiative on Decent Jobs for Youth
GDP	Gross domestic product
ICT	Information and communications technology
IFI	International financial institution
INFF	Integrated national financing framework
IPCC	Intergovernmental Panel on Climate Change
LDC	Least developed country
M&E	Monitoring and evaluation
MSME	micro, small and medium enterprise
NEET	Not in education, employment or training
ODA	Official development assistance
PAGE	UN Partnership for Action on Green Economy
RST	IMF Resilience and Sustainability Trust
SPIAC-B	Social Protection Interagency Cooperation Board
SDG	Sustainable Development Goal
TSF	Technical Support Facility
UNCT	United Nations Country Team
UNRC	United Nations Resident Coordinator
UNSDCF	UN Sustainable Development Cooperation Framework
USP2030	Global Partnership for Universal Social Protection

ANNEX I. POSSIBLE REASONS FOR MEMBER STATES ENGAGEMENT IN THE GLOBAL ACCELERATOR (COUNTRIES SHOULD EXPRESS THEIR INTEREST AND COMMITMENT TO TAKE PART)

	Reasons	Possible situation and concrete actions
1	Countries in need of support (Countries in fragile situations, compounded by the ongoing food, energy, and financial crisis)	Countries with: <ul style="list-style-type: none"> • high informality (at least 60%) • high youth unemployment/high underemployment/high NEET rate for young women • low levels of social protection coverage (SDG 1.3.1 below 45%) • high share of people living in extreme poverty • high level(s) of income inequality
2	Countries with the active implementation of employment and social protection policies and strategies	Countries that are formulating or have adopted strategies and policies on social protection and employment, and/or have started their implementation through tripartite social dialogue
3	The ambition of working on an integrated approach, involving several ministries and social partners, including facilitating the transition to formal and decent jobs	Countries that have a dedicated interministerial initiative or board involving social partners, which has leverage for change; and Countries that are formulating or have adopted or are implementing integrated approaches to jobs and social protection
4	Commitment to ambitious climate action with just transition policies	Countries that have or are developing national policies and integrated strategies for a just transition, leading to the creation of decent jobs, including policies for employment creation, reskilling, social protection and through social dialogue
5	Commitment to increasing domestic resources for social protection and jobs	Countries that have sought to increase domestic resources for social protection and jobs over the past 10–20 years, have demonstrated a political commitment to extend social protection coverage and have also shown commitment to further increasing domestic resources according to national capacities
6	One UN collaboration on social protection and employment	Social protection and employment are part of the UNSDCFs; and UN joint projects are ongoing on social protection and employment; and Major UN programme on building social protection floors for all is present in the country
7	One UN engagement on domestic resource mobilization	UN agencies are discussing with ministries of finance about fiscal space for social protection and jobs based on analytical work around

ANNEX II. OUTLINE OF THE INCEPTION AND IMPLEMENTATION PHASES

Enhanced multilateral cooperation and policy coherence workstream (Pillar 3)

ANALYTICAL AND MONITORING WORKSTREAM (CROSS-

manner on all programmes and interventions	Agreement on accountability mechanisms for all investments related to social protection, lifelong learning and job creation.	
<i>Implementation phase</i>		
B.4 Generation/analysis of existing survey data, administrative social security data and new data to support informed decision-making (also as part of the inception phase as needed)	Data collection exercises to address specific data gaps identified.	UNRC office, UNCT, IFIs, selected ministries, statistical offices and national institutions, social partners, civil society, development partners With support from the Accelerator's hub of experts
B.5 Monitoring and impact assessment	<p>Selected policy areas are analysed for their employment contributions as well as positive impacts on the reduction of poverty, inequality, transition to formality, labour market participation, and GDP growth, among other things.</p> <p>Systematic analysis of the employment results of the services provided against comparators, and assessment of the other returns on public investments (e.g., on poverty, inequality, transition to formality, labour market participation, GDP growth), with a special focus on women and on vulnerable populations.</p> <p>Management and implementation processes are reviewed for their transparency impact and cost efficiency.</p> <p>Improved management function of the lead institution to access data, generate analysis, and disseminate findings and use them for policy or strategic changes.</p>	

INTEGRATED STRATEGIES AND FINANCING WORKSTREAM (PILLARS 1 AND 2)

Purpose	Deliverables	Key partners
<i>Inception phase</i>		

C.1 Develop integrated strategies that will be supported by the GA The integrated strategy will be based on a process