



Implementation Strategy¹

Global Accelerator for Jobs and Social Protection

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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 IPCC's *Climate Change 2022* report).

These disruptions, together with the anticipated structural transformations brought about by rapid technological and demographic changes, will pose significant challenges to employment prospects and livelihoods worldwide for years to come. Constrained by rising debt burdens and shrinking fiscal space, many countries now face an even more daunting policy landscape. Yet it is more important than ever to chart a human-centred green recovery out of the present crisis and to facilitate the inclusive structural transformations needed to achieve the Sustainable Development Goals (SDGs) by 2030. The pressing need to formulate crisis responses and forward-looking plans for recovery and well-managed economic transitions requires the design and implementation of inclusive and integrated policies and investment strategies for decent jobs with social protection, supporting just transitions for all people, including those from marginalized and vulnerable groups. This includes investments in the green, care and digital economies, and an enabling environment for sustainable enterprises.

THE GLOBAL ACCELERATOR

The Global Accelerator on Jobs and Social Protection for Just Transitions (Global Accelerator) was launched in September 2021 by the UN Secretary-General and promotes a job-rich recovery from the COVID-19 pandemic, as well as just ecological, technological, and societal transitions to more sustainable and inclusive economies and societies.

Three complementary and mutually supportive areas of work are envisaged under the Global Accelerator: 1) the in-country development of integrated and coordinated employment and social protection policies and strategies that facilitate just transitions; 2) the establishment of national financing frameworks and the mobilization of public and private domestic and international resources to invest in universal social protection and inclusive, environment- and gender-responsive employment interventions with a view to creating quality jobs; and 3) the improvement of multilateral cooperation on jobs and social protection for just transitions, including with international financial institutions.

These three interlinked pillars aim to increase the level and coordination of the multilateral system's efforts to help countries create 400 million decent jobs, including in the green, digital and care economies, and to extend social protection coverage to the 4 billion people currently excluded. A joined-up effort of this scale and nature is critically needed to eradicate poverty and reduce inequalities, and thus pave the way for achieving the SDGs.

The Global Accelerator will host a Technical Support Facility (TSF). The TSF brings together national and international expertise, including from the UN system as well as development and financial partners, building on or complementing the inter-agency work supported under the Joint SDG Fund to provide technical assistance to countries and facilitate their access to additional financial support, where appropriate.

PURPOSE AND STRUCTURE OF THE NOTE

This note presents the implementation strategy for the Global Accelerator, developed by a UN Inter-Agency Task Team (IATT) set up for this purpose, with the ILO's coordination support. The proposed strategy builds upon the priorities set forth in the UN Secretary-General's report "Our Common Agenda"

and related road maps on social protection, care economy and health workers, informality, jobs and just transitions (including green and digital), youth and financing. It poses key questions regarding the overall problem being addressed (section 1), possible solutions identified (section 2), methodologies for bringing about desired changes (section 3) and how generic proposals could be adapted and applied practically and monitored in the country level (section 4). The note then outlines the proposed governance structure for the effective functioning of the Global Accelerator (section 5), how to ensure its alignment (section 6), and the various streams of funding involved (section 7). It ends with some reflections on the planned efforts for communication and visibility (section 8).

1. WHAT IS THE PROBLEM?

Need to tackle structural deficiencies in policy and financing

Many countries have put in place a range of policies and institutions to support decent job creation and universal social protection. As a result of the pandemic, awareness has also increased about the policy and financing measures needed to facilitate a human-centred recovery, increase resilience in the face of future crises and support the necessary structural transformations (pathways to formality, digitalization, green transition, etc.), ensuring just transitions for all while supporting business continuity.

However, experience over recent years also shows that countries face a number of bottlenecks (see a non-exhaustive list below) that constrain their efforts to undertake the necessary policy and financing reforms to accelerate change and achieve their development goals. The Global Accelerator aims to support countries in overcoming these constraints; among them:

- **Weak implementation and institutional capacities** on the part of policymakers and public institutions, including social security, tax authorities, employment services, labour inspectorates, civil registers, and many others. Reinforcing such capacities to deliver what people need most, and in so doing, enhancing trust and inclusion requires long-term strategies and necessary financing which are often missing, and which leave nascent institutions struggling.
- **Gender norms** that impede the full participation of women in the labour market, together with limited, tailored support for specific groups that continue to be excluded from critical opportunities for social protection and decent work, including women, children, young people, migrants, and displaced populations, along with micro, small and medium enterprises (MSMEs) and workers/businesses operating in the informal economy.
- The high prevalence of **informal employment** among nationals and non-nationals in developing countries, posing a major challenge to realizing workers' rights, including the right to social protection and decent working conditions, while adversely affecting the development of sustainable enterprises, limiting public revenues and constricting governments' regulatory scope of action.
- **Insufficient awareness and practical knowledge** among policymakers, social partners, development and financial partners, UN agencies and the public of the potential impacts and multiplier effects of well-designed, integrated and adequately financed social protection and employment policies and strategies in line with relevant international standards.
- **Constrained fiscal space** for such policy reforms, exacerbated by lower public revenue generation and increased public spending during the COVID-19 pandemic and the current cost-of-living crisis, as well as the costs of servicing increasing debt burdens. This, together with insufficient political will and lack of adequate and sustainable financing strategies, may result in inadequate budgets allocated to social protection, health systems, education and vocational training, green transitions and employment policies and programmes.
- The **dominance of policy silos** that prevent collaboration and synergies during the diagnostic as well as the design and implementation of policy solutions results in one policy area's success being potentially detrimental or not sufficiently contributing to other areas' objectives.

- The **limited transparency of workflows and processes**, including in policymaking, budget-setting and public administration, and insufficient accountability erode the trust of the public in the State and public policies and programmes, and fray the social contract.
- **Insufficient coordination and alignment of ministries**, institutions, and social partners as well as development and financial actors, including power imbalances in the government (with line ministries in charge of labour, social welfare, environment, and climate being less prioritized), and limited capacities to build a national consensus based on inclusive social dialogue that can restore trust and social cohesion.
- A **dearth of timely and relevant** data due to underdeveloped labour market information systems and social security statistics, as well as a lack of policies to make information and communications technology (ICT) available, accessible and affordable, compounded by the absence of implementation at the national level to enable everyone (regardless of age, gender, ability or location) to access online information and services, including about job opportunities, which increasingly are only available and advertised in the digital space. **Privatization and outsourcing of some forms of service provision** (e.g., health services, employment services, vocational training) without adequate accreditation, regulation, or quality assurance in place to ensure universal access to quality services.
- Lack of **ICT availability, accessibility and affordability** policies and implementation at the national level to enable all people (regardless of age, gender, ability, or location) to access online information and services.

2. WHAT IS THE SOLUTION?

Based on a careful analysis of countries' macroeconomic and social configurations, and with due consideration to policy priorities identified by governments, in consultation with social partners and other stakeholders as well as the various mechanisms for coordination and support already in place, the Global Accelerator will:

1. Generate interest, commitment, and political alignment across international and national actors.
2. Support resource mobilization to consolidate the financial backbone.
3. Strengthen existing national capacities, while also providing the necessary technical support for policy development, integration, and implementation.

In doing so, it will build national consistency and alignment and coherent support from development and financial partners for the formulation and implementation of an integrated package of employment, social protection, and environmental policies with strong and sustainable economic and social returns. It will also take into account international standards, including the recommendations of the international labour standards supervisory body.

THE GLOBAL ACCELERATOR'S THREE-PILLAR APPROACH

To secure political, technical, and financial support, the GA has three complementary and mutually reinforcing pillars.

Figure 1. The organizational structure of GA: Three pillars



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 – while ensuring just transitions.

The design, implementation and monitoring of integrated national strategies and policies will need to be based on social dialogue and grounded in robust, disaggregated data and policy analysis, so that they are both responsive to the needs and priorities of people as well as to any regulatory and implementation gaps identified, and coherent with national development plans, UN Sustainable Development Cooperation Frameworks, and nationally determined contributions. Specific work-related items will be discussed with the involvement and monitoring of representatives of employers' and workers' organizations.

These integrated approaches will combine both short- and longer-term objectives to complement and reinforce existing policies and programmes with a view to:

- Overcoming the multiple health, climate, and socio-economic crises, and achieving a human-centred recovery.
- Addressing deep-rooted structural issues in the labour market, such as informality, un- and under-employment, education and skills gaps, and migration and displacement, along with the factors that drive poverty, inequality, exclusion, and the vulnerability of specific population groups.
- Reinforcing national (and local) institutions to prepare for and face future risks and crises.
- Supporting transitions (e.g., work-life transitions, transitions from informality to formalized economies, and transitions to green, sustainable, and resilient economies).

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 lessen social discontent.
- The implementation of policies and programmes aimed at lifelong learning can improve individuals’ readiness for the future of work and allow them to transition to and within the labour market along established and new learning and career pathways, as well as boosting the capacity of enterprises to adapt to new market demand and improving their competitiveness and job creation potential.
- Comprehensive policies, including those to increase the accessibility and affordability of ICT, and strategies for the digitalization of, for example, inclusive training systems, social protection delivery and access to finance can bridge the digital gap and reach out to all, including the most vulnerable populations, ensuring that no one is left behind.

The following three cases illustrate how such integrated approaches can support key outcomes envisaged by the Global Accelerator: green transition; life and work transitions; and supporting people in crisis, vulnerable situations, and emergency contexts.

² Theory of change on the transition to the formal economy http://www.ilo.ch/wcmsp5/groups/public/—ed_protect/—protrav/—travail/documents/briefingnote/wcms_768807.pdf

ILO Recommendation No. 204 concerning the Transition from the Informal to the Formal Economy https://www.ilo.org/wcmsp5/groups/public/—ed_norm/—relconf/documents/meetingdocument/wcms_377774.pdf

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 idiosyncratic exposure to risks and vulnerabilities in the face of life and labour market transitions, such as from infancy to childhood to youth and the related educational transitions, joining the labour market, transitioning between jobs, becoming a parent, engaging in adult learning, entering retirement, losing a family member, and coping with spells of sickness, short- or long-term disability, or unemployment.

Providing access to social protection and decent work throughout these work and life transitions is fundamental to the fulfilment of individual rights and well-being, and is the foundation for productive, just and inclusive societies. It is essential to have an explicit focus on the inclusion of women and girls, persons with disabilities, indigenous peoples, children, older people, and migrants and internally displaced populations as well as those experiencing intersectional discrimination and disadvantage.

The Global Accelerator can address these challenges through integrated policy measures, increasing the efficiency of interventions and with positive multiplier effects and the potential for generating virtuous circles of increased employability, more productive workforces, higher tax revenues and greater fiscal space for further investments in decent work, social protection and just transitions. While context-specific, these can include integrated approaches to progressively realizing universal and adequate social protection, as well as supporting transitions from informal to formal employment. Pivotal in the transition to decent employment will be job creation in the care, health, green and other key sectors according to the national context. These can provide quality employment and transitions to formality, as well as directly supporting life and work transitions.

Case 3: Supporting transitions for people in crisis and emergency contexts

The above-mentioned idiosyncratic risks are sometimes compounded by covariate shocks to economies and societies. Transitions for people in crisis and emergency are particularly difficult to analyze, and encompass different and complex stages, over both the short and the long term. They include transitions within the world of work, which are deeply impacted, and at times accelerated, by a multiplicity of crises (economic, political, social and climatic). Demographic changes, climate change, globalization, and new technologies, can exacerbate the effects of these shocks. After initial humanitarian interventions, support needs to go beyond immediate responses, to ensure recovery and long-term resilience in the labour market.

The Global Accelerator can help develop country- and time-specific strategies to (re-)build sustainable and resilient systems that are based on well-integrated approaches to overcoming numerous bottlenecks, including the limitations of humanitarian and longer-term funding, the delinking of social protection from employment creation interventions, lack of coordination between humanitarian, development and climate financing, and weak and/or non-existent government structures and non-transparent government initiatives, as well as competition between policies and institutions.

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, the absence of adequate social protection systems in many countries compounded the financial stress for already economically vulnerable households, with cascading effects on health and nutrition. It is critical that adequate and sustainable finance strategies are set up to support the creation of decent and productive jobs, extend social protection coverage and protect the chronically poor and others who have been most affected, including women, children, persons with disabilities, migrants and workers in the informal economy and rural areas, among others. Several options should be explored to achieve adequate and sustainable financing, including through an optimal combination of innovative and diversified sources, contributory and non-contributory or mixed mechanisms reflecting the national context, in alignment with the international labour standards and achieving an optimal balance between the responsibilities and interests of those who finance and benefit from social security schemes.

The financing strategy at the country level will be based on the following principles:

- Value added and concrete support that the Global Accelerator will bring to partner countries as part of their financing strategies.
- Intervention areas that are mutually supportive and can yield more and better financing for both job creation and social protection for just transitions at the country level.
- Alignment with the recommendations of the Financing for Development Initiative (particularly Clusters 1 and 2) and other SDG financing initiatives (SDG stimulus plans etc.); and coherence and coordination with SDG-related budgets and INFFs.

The overall goal will be to support existing or new financing strategies, which can mobilize temporary additional resources and support better use of existing resources, and to strengthen and expand policies that aim at increasing social protection coverage and decent employment, as well as promoting just transitions. This will include generating public resources by expanding the tax and social security contribution base, enhancing productivity, and supporting sustainable enterprises, as well as mobilizing further official development assistance (ODA) and international support. It will also include enabling greater coordination between multiple domestic and international sources of finance, including development, climate, and humanitarian finance, alongside engagement with providers of private capital, such as different types of investors and funds for employment generation and green investments. This will be complemented by interventions that aim at a more effective use and stronger alignment of current financial flows (public and private) with relevant SDGs, as well as promoting inclusive, sustainable, and job-rich investments in key sectors of the economy, including the digital economy, and an enabling environment for sustainable enterprises.

The support will focus on the following complementary streams of work.

Harnessing integrated national financing frameworks⁴ as a key tool to support and guide policy decisions

- Mainstreaming decent jobs and social protection in financing strategies and selected policies

³ <https://www.un.org/development/desa/dpad/publication/un-desa-policy-brief-no-134-the-great-finance-divide/>

⁴ About INFFs: Financing for Sustainable Development Office

<https://www.un.org/development/desa/financing/what-we-do/other/integrated-national-financing-frameworks/about-inffs>

- 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)

The actions proposed above will contribute to addressing debt sustainability and increase fiscal space for the implementation of the priority policy actions as part of the Global Accelerator. It is expected that the Global Accelerator, through its integrated policy approach and alignment between policy priorities and financing, will not only increase resource efficiency but create a virtuous cycle of development that will generate domestic resources for social protection and other investments.

PILLAR 3. ENHANCED MULTILATERAL COOPERATION

Achieving the first two pillars requires that all stakeholders commit to a common road map and financing strategy, which can be tailored to the specific needs and circumstances of Member States, strengthening current structures and processes. Through Pillar 3, the Accelerator will improve dialogue and coherence among national policymakers, ODA partners, UN agencies, the IMF, multilateral development banks, social partners, civil society, and academia, to boost national and international commitments, coordinate and mobilize international financial support for countries and secure coherence in policy advice on the level and nature of investments in social protection and jobs. The aim will be to reduce inequalities within and between countries and people, support transitions to formality and promote job-rich and green recovery from the COVID-19 crisis, including by expanding inclusive access to and use of ICTs and opportunities to acquire digital skills.

Pillar 3 will be achieved through the following.

Strengthened institutional structures for interministerial and multi-stakeholder policy coordination at the country level

- Building on existing in-country structures, tripartite committees, and UN Sustainable Development Cooperation Frameworks (UNSDCFs), national advisory bodies, including social partners, to adopt a common road map and financing strategy
- A national monitoring system to produce a national dashboard on policy changes, levels and nature of investments and increase of fiscal space
- Regular dialogue between ministries of finance, planning and labour, and other relevant government bodies (such as ministries of telecommunications, social and public affairs, education), social partners and other relevant stakeholders to align policy and financing, and promote more and better investments

Alignment of development and financial assistance and strategies to engage IFIs

- A shared results framework, in line with UNSDCFs, for all participating development and financing actors (this includes collaboration with UN Resident Coordinators to ensure coherence with the UNSDCFs and INFFs)
- Collaboration with the IMF and others on road maps and financing strategy, Article IV consultations and social spending frameworks, as well as the possibility of channelling some of the resources made available through the IMF Resilience and Sustainability Trust (RST) – which aims to provide long-term financing to countries as they tackle structural changes – to support the implementation of countries' policy priorities on jobs and social protection for just transitions (Global Accelerator's integrated policies)
- Strategic partnerships with the World Bank, public development banks and other regional development banks (including through the Coalition for Social Investments and the Net-Zero Banking Alliance, among others) to align their policy and financial support with the national Accelerator's Road maps and financing strategies

Coalition building at the global/regional levels by governments, workers' and employers' organizations and other stakeholders (e.g., IFIs, UN, development partners), including by strengthening pre-existing alliances and multi-stakeholder partnerships

- The nature, purpose, membership, and organization of the proposed coalition require further discussion among UN principals, member states and other stakeholders.

For further details see sections 5 and 6.

3. HOW WILL THE CHANGE HAPPEN?

Member States' engagement

Member States are invited to support the Global Accelerator as partners and work together towards accelerated implementation of the related SDGs. All UN Member States have committed to the SDG Agenda, so being a partner country of the Global Accelerator is open to any country, regardless of the level of development. Indeed, a diverse group of partner countries will enhance knowledge sharing and accelerate change.

Partner countries can engage by and should commit to:

- developing national policies and integrated strategies for just transitions, leading to the creation of green jobs including policies for employment creation, reskilling, social protection and through social dialogue.
- formulating or having adopted integrated strategies and policies on social protection and employment, and/or have started their implementation through tripartite social dialogue.
- creating a dedicated and inter-ministerial initiative or board involving social partners, which has leverage for change.
- having increased domestic resources for social protection and jobs over the past 10-20 years or having a record in extending social protection coverage and having a contemporary political commitment to further increase domestic resources.
- allocating significant ODA to the objectives of the Global Accelerator, either through the thematic window of the Joint SDG Fund or other funding mechanisms.
- promoting South-South cooperation on decent jobs, social protection and just transitions.
- advocating for a stronger multilateral cooperation, notably with international financial institutions, to implement the ambitions of the Global Accelerator (i.e., in the UN, IFIs, G20 and other forums).

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. Technical assistance will be tailored to the specific circumstances in each country, in close consultation with national stakeholders, and will be made available in accordance with available resources.

THEORY OF CHANGE

The Global Accelerator will support countries in pursuing policy priorities that have the potential to create strong leverage for a human-centred recovery and inclusive structural transformation (e.g. universalizing social protection, creating jobs, including for women and young people, formalizing employment and economic units, promoting lifelong learning and addressing climate responses and just transitions), along with prioritizing sectoral entry points that can benefit from additional investments to create decent and productive employment, including the green, care and digital economies.

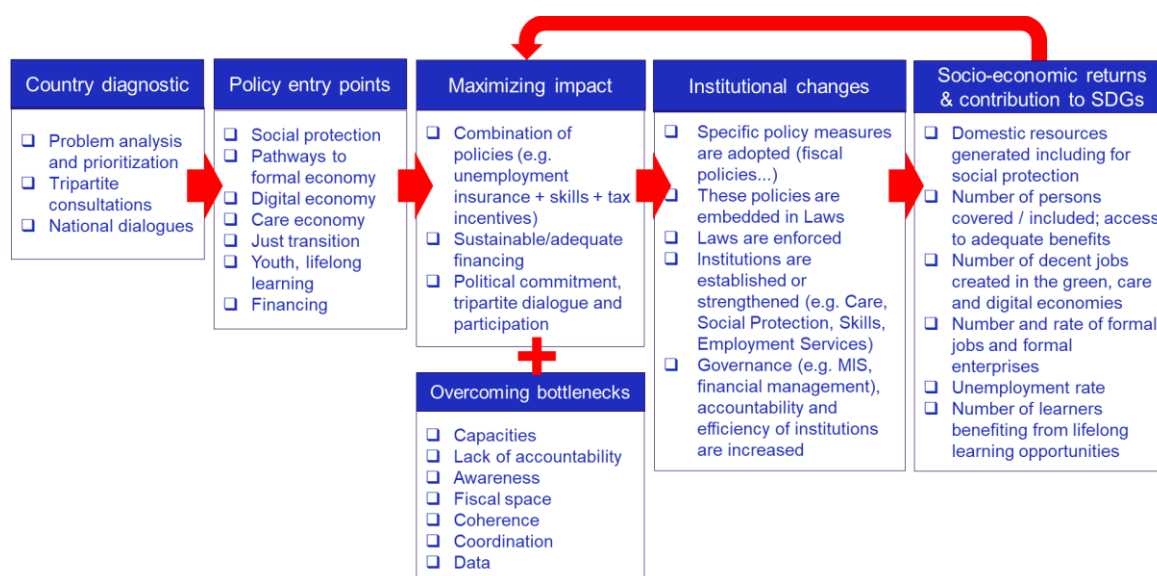
Based on international good practices and national commitments, the Global Accelerator will promote integrated employment and social protection policies and programmatic approaches to maximize impact, creating synergies and working with relevant stakeholders and global development and financing partners, and will support countries to secure sufficient financial resources.

By harnessing INFFs, it will support financing strategies and sustainable budgeting, which can boost domestic resources and expand the tax base, as well as mobilize further ODA and international support. This will be complemented by interventions that aim to create a more effective use and stronger alignment of current financial flows (both public and private) with the SDGs, the climate target of 1.5 degrees and the international labour standards, to improve transparency and accountability of workflows and processes and promote sustainable and job-rich investments in key sectors of the economy.

The Global Accelerator will help overcome implementation bottlenecks through policy advisory and technical support along with capacity strengthening, contributing to the achievement of long-lasting policy and institutional changes across the policy cycle – from strategy development to design and adoption of policies, and from adoption and implementation of laws to monitoring and evaluation.

It will build the knowledge base by documenting and sharing country experiences, mapping policy interactions, drawing from and feeding into the international labour supervisory system to assess success and failures, develop generic methodologies and tools for replication, foster South-South and triangular cooperation, and build evidence on the economic returns (for instance, more domestic resources for sustainable economic and social development), social returns, the contribution to climate resilience and the achievement of selected SDG targets.

Figure 2. Theory of change



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	<p>Quantitative and percentage increase in decent jobs in targeted sectors (defined by a set of indicators which covers both job quantity and quality), disaggregated by age, sex, and other relevant dimensions</p> <p>Change in informal employment as a proportion of the total, by sector and sex (SDG 8.3.1) and, where possible, by age and disability status</p> <p>Change in the number of learners benefiting from lifelong learning opportunities, by sex</p>
<p>Increased coverage of social protection. Legal and effective</p> <p>Increased level of social protection benefits</p> <p>Enhanced fiscal space and adapted design and operation of social protection systems, together with complementary policies to support the inclusive extension of social protection (both contributory and non-contributory mechanisms)</p>	<p>Percentage increase in the population covered by social protection (with some sex disaggregation), including children, people with disabilities, migrants</p> <p>Percentage of population with an increased level of benefits</p> <p>Percentage net increase in resources (domestic and ODA) allocated directly to social protection and employment programmes</p> <p>The national social protection system has defined and prepared adaptation protocols (e.g., in terms of coverage, benefits, financing, and administration) for responding to shocks</p>
Intermediate outcomes (GA outcomes)	Indicators
PILLAR 1. INTEGRATED NATIONAL STRATEGIES AND POLICIES	
1. Countries have strengthened institutional capacities, efficiency, governance, and accountability frameworks to support the design and implementation of integrated policy and programme packages.	<p>Management information systems and administrative processes and tools designed, implemented, or improved</p> <p>Financial governance improved through the adoption of actuarial or</p>

	<p>public finance management recommendations</p> <p>Policies are aligned with international labour standards</p> <p>Tripartite and gender-balanced representation in the boards of social security institutions and skills development institutions introduced or strengthened</p> <p>Complaints and appeals mechanisms designed, implemented or improved, ensuring the participation of social partners, young people, women and other members of the community</p>
<p>2. Specific policy measures /legal frameworks which support decent job creation and social protection are adopted and enforced.</p>	<p>Number of analytical reports and national tripartite dialogue processes leading to the adoption of a common road map and adequate and sustainable financing strategy</p> <p>Integrated employment and social protection policy adopted and implemented, which includes measures to promote decent jobs, care, digital accessibility, and pathways to formalization; and/or specific strategies focused on green jobs, care, digital accessibility</p> <p>A law or decree adopted, with the means of implementing it (adequate and sustainable financing)</p>
<p>3. Policy decisions are based on improved and accessible labour market information and social security data, analysis, and monitoring and evaluation (M&E) systems.</p>	<p>National statistical and/or labour market information system is designed, implemented, and improved</p>
<p>PILLAR 2. INTEGRATED FINANCING</p>	
<p>1. SDG-aligned financing flows for job creation and social protection are enhanced, diversified, more effective and more sustainable.</p>	<p>A national financing dashboard developed with baseline, financing gaps and investment needs, and sources and levels of financing linked to integrated policies under Pillar 1</p> <p>Employment and social protection addressed by INFFs</p> <p>Annual discussions on jobs and social protection between ministries of labour, finance and climate/green economy, social partners and other</p>

	relevant stakeholders are organized at the country level
2. A significant share of ODA-supporting jobs and social protection for just transitions is progressively aligned with the GA's nationally defined road map and financing strategy.	Percentage increase in the share and/or levels of ODA allocated towards social protection and employment programmes
3. Countries have strengthened institutional capacities for increased domestic resource mobilization (e.g., sustainable budgeting, fiscal reforms, earmarked taxes, reinforced inspection) and investment measures (e.g. wage subsidies, tax incentives).	A domestic resource mobilization strategy formulated and implemented Percentage increase in domestic resources allocated for social protection or the creation of jobs, including in green, care and digital Tax to GDP ratio
PILLAR 3. ENHANCED MULTILATERAL COOPERATION	
1. The UN system and development partners align their relevant programmes with the results framework of the Global Accelerator.	In each country, the number of GA and aligned programmes in the common results framework of the Global Accelerator Number of countries with UNSDCF aligned with GA national plans Number of countries with UN-IMF collaboration on Article IV and social spending frameworks Number of countries having UN-World Bank alignment with the GA Number of countries having UN Partnership for Action on Green Economy (PAGE) alignment with the GA
2. Conducive and operational coordination and governance platforms are established /strengthened for more effective implementation, reporting and results.	Number of inter-ministerial and multi-stakeholder coordination meetings at the national level (minutes) Number of countries contributing to a consolidated/global financing dashboard with baseline, financing gaps and investment needs, and sources and levels of financing Number of meetings of participating governments and other partners at the

	global/regional levels organized (minutes) Number of global/regional meetings of ministers of finance and labour organized (minutes)
MAIN OUTPUTS	
1.	Commitment and institutional buy-in to champion the GA on the part of national authorities and partners are validated and operationalized under a relevant governance structure.
2.	Gaps and opportunities to improve coherence, synergy and efficiency of social protection, lifelong learning and employment-related spending are assessed.
3.	Awareness is raised on the potential impacts and multiplier effects of well-designed, socially inclusive, integrated and adequately financed social protection, lifelong learning and employment policies and strategies.
4.	Relevant partners and institutions, including social partners, are supported through capacity development measures, with a focus on identified structural constraints and bottlenecks.
5.	New labour market, social security and skills anticipation data and analysis are generated and disseminated, or existing data is harnessed to support decision making and programme development.
6.	Nationally defined integrated road map(s) for the GA, based on assessment policy and financing gaps, together with co-construction and prioritization processes, are developed, adopted, and implemented.
7.	Country-level financing strategies (based on INFF where relevant) are developed through a national tripartite dialogue process.
8.	Regulatory changes align national law and policy with international labour standards.
9.	National dashboards, including baseline, financing gaps, investment needs, and sources and levels of financing, are developed and discussed regularly between ministries of labour and finance and the social partners, to increase national and global commitments (link to 12).
10.	Costing analysis for integrated policies and programmes is conducted, together with employment impact assessment of public and private financing for investment in sectors of the economy that have a strong return in terms of decent jobs.
11.	Technical support is provided to the design, implementation and improvement of integrated employment and social protection strategies and programmes, with a view to facilitating just transitions for all (this includes a large number of sub-outputs).
12.	Public expenditure reviews are conducted, with the aim of assessing gaps and opportunities to improve coherence, synergy and efficiency of social protection and employment-related spending.
13.	A global/consolidated statistical dashboard is developed and updated to monitor fiscal space, as well as domestic and foreign investments and financial commitment, for the creation of decent jobs and universal social protection in the countries (link to 7).

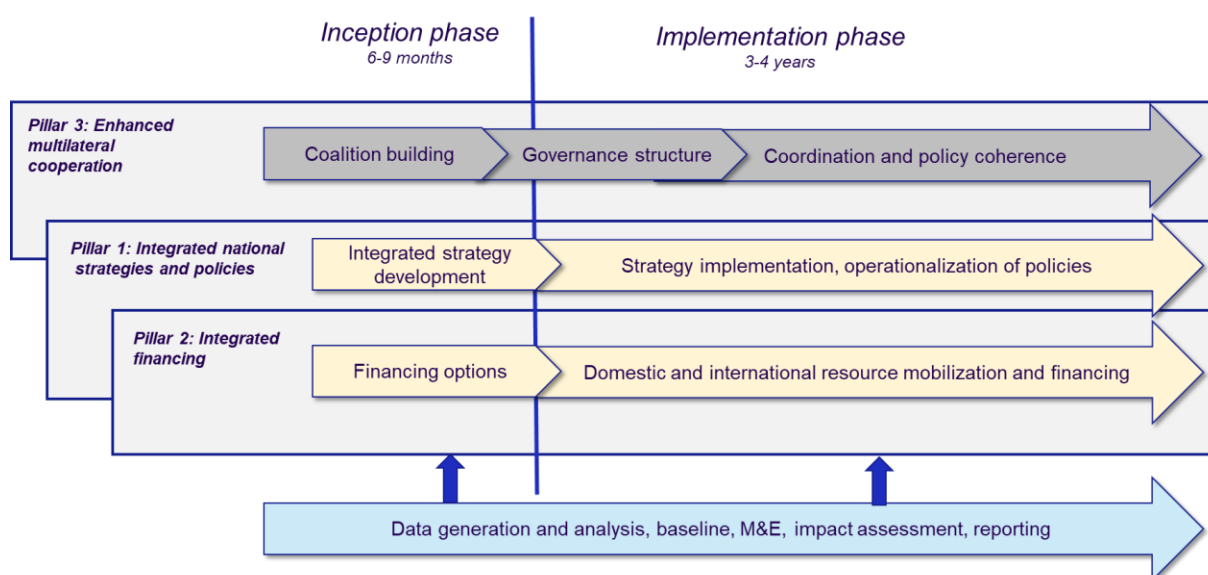
4. HOW WILL THE GLOBAL ACCELERATOR BE IMPLEMENTED AT THE COUNTRY LEVEL?

General implementation model

The Global Accelerator's implementation strategy at the country level will be developed through a process of co-creation with governments, social partners, UN agencies, IFIs and other stakeholders to build a tailor-made approach adapted to each country's specific context and circumstances, including those in fragile and post-conflict settings.

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



5. HOW WILL IT BE MANAGED?

The Technical Support Facility (TSF)

At the heart of the Global Accelerator is the Technical Support Facility, which provides overall strategic and operational guidance for the Global Accelerator's activities, including at the country level. The TSF operates at the global, regional, and country levels to leverage existing capacity and enhance support when needed in UN Country Teams led by the UN Resident Coordinators. The TSF will help to identify the respective country's capacity and its existing coordination mechanisms, as well as the need and demand for social protection and employment interventions. It will ensure the quality of the country's proposals and their conformity with international standards, the integrated policy approach of the Accelerator and the commitment to rights-based, adequate, and universal social protection. The TSF will build on pre-existing structures (global, regional, and national teams of participating UN agencies and partner countries) and expand them with new and required expertise.

More specifically, the TSF comprises the following three components.

A coordination team

- It is composed of participating UN agencies' dedicated staff and other experts assigned or seconded to the team.
- It oversees the management of the TSF and organizes the GA's governance meetings.
- It develops and implements the resource mobilization strategy and partnerships with global networks, IFIs, development banks and partners, and organizes structured funding dialogues; it also leads efforts to mobilize resources for the Joint SDG Fund Window on Decent Work and Universal Social Protection.

- 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 guidance and quality assurance.
- On the basis of national need and specific gaps in country/regional-level capacity, it facilitates the identification of specialized expertise to join the GA's hub of experts, and coordinates the development of guidance notes, documentation of experiences and knowledge products, as well as South-South learning and capacity building.
- It develops and mainstreams the results framework and monitoring tool across all operations and projects, aggregates results and impacts, prepares global implementation reports concerning the Accelerator, builds evidence and communicates its results and impacts.
- It draws on and feeds into the findings and recommendations of international standards and related supervisory systems.
- It develops and maintains a statistical dashboard to monitor fiscal space as well as domestic and foreign investments and financial commitments for the creation of decent jobs and universal social protection in countries requesting support (some elements of which may later, as a pilot exercise, be considered for inclusion in the ILO World Social Protection Database).

A global/regional hub of experts

Among the primary added values of the Global Accelerator concept is the primacy that is given to policy expertise at every stage of the supported interventions. As part of the TSF, an international hub of global and regional experts is maintained to support the development, review, and implementation of the GA in pathfinder countries. This expertise will focus on specific gaps identified at the country level, complementing what is already available among UN agencies and Country Teams.

The hub is composed of global and regional experts from UN agencies and international development partners. Experts from the EU's SOCIEUX+, the OECD/UNDP joint initiative Tax Inspectors without Borders, the OECD itself, or others may contribute to the global/regional hub of experts and share their specialized technical expertise.

The experts are on call to support the design and implementation of country interventions in line with the GA's core objectives. They provide specialized technical expertise complementing that available in nationally based United Nations Country Teams (UNCTs).

Additionally, and to support the GA's commitment to further enhance multilateral cooperation on jobs and social protection, the global component of the hub of experts will also foster peer-to-peer and South-South learning among countries and drive and document the development of innovative knowledge products and useful tools emerging from various initiatives of GA-sponsored development cooperation efforts and other relevant experiences from around the world.

The hub of experts also collects information to feed into the GA's results-monitoring tool and global financing dashboard.

A portfolio of development cooperation activities, conceived for or aligned with the Global Accelerator

Under the common umbrella of the UNSDCFs, a portfolio of UN joint projects, stand-alone UN projects, and other projects (e.g., World Bank, SDG Fund) will support the development and implementation of the national road maps, using the GA's vision for coherent action, common results framework, policy guidance notes and expertise from the hub.

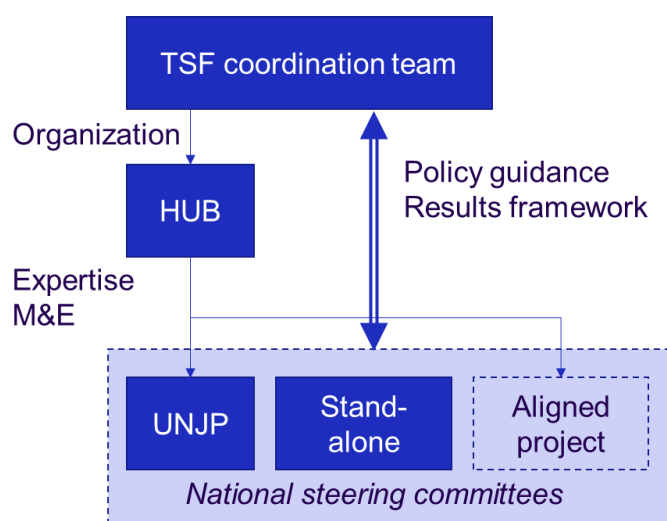
Under the overall guidance of the UN Resident Coordinator (UNRC) in each country, UN joint projects will bring together the expertise and reinforce UNCT delivery capacity on employment and social protection, just transitions, financing and national dialogues. They will facilitate national ownership and strategic

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

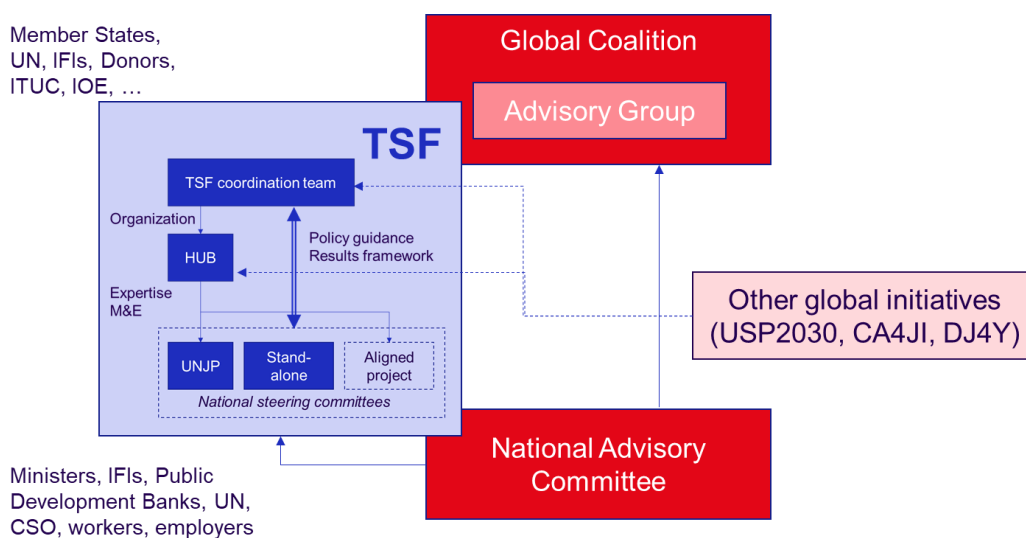
UN agencies, development partners and countries can also review existing projects for conformity with the GA’s theory of change and global results framework, adapting approaches where needed. This would require incorporating indicators from the common results framework, contributing to results reporting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

GOVERNANCE STRUCTURE AT THE NATIONAL AND GLOBAL LEVELS

The Global Accelerator will be governed at the national level through a (pre-existing) committee established under the leadership of the Head of State or Government, with participation from various ministries, social partners, and relevant civil society organizations.

At the global level, a coalition of governments, social partners and other stakeholders will provide oversight and strategic guidance to the Global Accelerator's operations, as well as advocate for more and sustainable investments in social protection and employment for just transitions.

Figure 5. Governance structure (to be discussed and further elaborated at the principals' level)



Strengthened institutional structures for interministerial and multi-stakeholder policy coordination at the country level

Based on pre-existing coordination and national dialogue structures, tripartite national dialogue committees would be convened under the leadership of the Head of State or Government and would consist of the whole government (including ministries of labour, agriculture, climate change, local economic development, health, women, information and telecommunications, planning and finance), together with specialized institutions (e.g. skills development programmes, social security institutions and labour inspection), as well as social partners and relevant civil society organizations. Such committees would foster a national dialogue on jobs and social protection and aim to agree on a common road map for the Accelerator, including a shared diagnostic, priority policy entry points and an adequate integrated package of policy measures. This dialogue will also help assess the cost, financing gaps and investment needs for the intended policy options, and adopt a financing strategy combining public and private, and domestic and international financial resources.

UN agencies and development and financial partners will support national institutions and social partners by building capacities, supporting the national dialogues, and preparing background material and data for the drafting of the road map and financing strategy.

Pre-existing national monitoring systems will be reinforced (e.g., based on the model of the *Mozambican Statistical Bulletin* on social protection) to include a financing dashboard that will provide a diagnostic of the situation (baseline), financing gaps and investment needs for achieving the road map, and sources and levels of financing; this will facilitate the monitoring of domestic and foreign investments to implement policy priorities and the progressive increase of fiscal space.

The monitoring system will be used to support annual discussions at the national level between ministries of labour, finance, planning and other relevant portfolios, as well as social security institutions, investment promotion offices, bilateral donors, the UN, the IMF, and development banks, together with workers' and employers' representatives. These annual discussions will aim to align financing priorities with policy ones, explore new financing options, monitor the implementation of fiscal policy and improvements in public finance management, and encourage complementary ODA.

Ministers of labour and finance can also engage in a global coalition (under discussion), which will encourage national investments in jobs and universal social protection and advocate for more international financial assistance.

A global coalition

The UN Secretary-General has called for the establishment of a body of high-level support for the Global Accelerator, headed by ministers from like-minded countries engaged in the effort, as well as other stakeholders. The nature, purpose, membership, and organization of the coalition requires further discussion among UN principals. It would certainly be a forum for advocating for the objectives of the Global Accelerator, as well as coordinating and mobilizing financial support for countries in social protection and investments in jobs.

Building on pre-existing alliances and multi-stakeholder partnerships

The Global Accelerator will build on existing initiatives, such as the Global Partnership for Universal Social Protection (USP2030), the Social Protection Interagency Cooperation Board (SPIAC-B), the UN Partnership for Action on Green Economy (PAGE: a joint initiative of UNEP, ILO, UNDP, UNIDO and UNITAR), the Global Coalition on Child Poverty, the Climate Action for Jobs Initiative, the Global Initiative on Decent Jobs for Youth, the joint ILO-OECD-WHO Working for Health platform, the ITU-UNDP Joint Facility for Digital Capacity and the ITU Digital Transformation Centres Initiative, the Initiative on Pathways to Formality, and effective social dialogue with workers' and employers' organizations, and the Global South COVID-19 Digital Innovation Challenge, supported by the United Nations Office for South-South Cooperation (UNOSSC) and the ITU.

It will call on these partnerships to provide inputs and guidance on the Global Accelerator's implementation strategy at the global level, as well as national road maps and financing strategies in partner countries; it will also benefit from the hub of experts that these partnerships have been able to forge by calling on them for specific technical advisory services (see "The Technical Support Facility" above).

6. HOW TO ENSURE ALIGNMENT?

Alignment of operations, and consolidation of results and impacts in partner countries

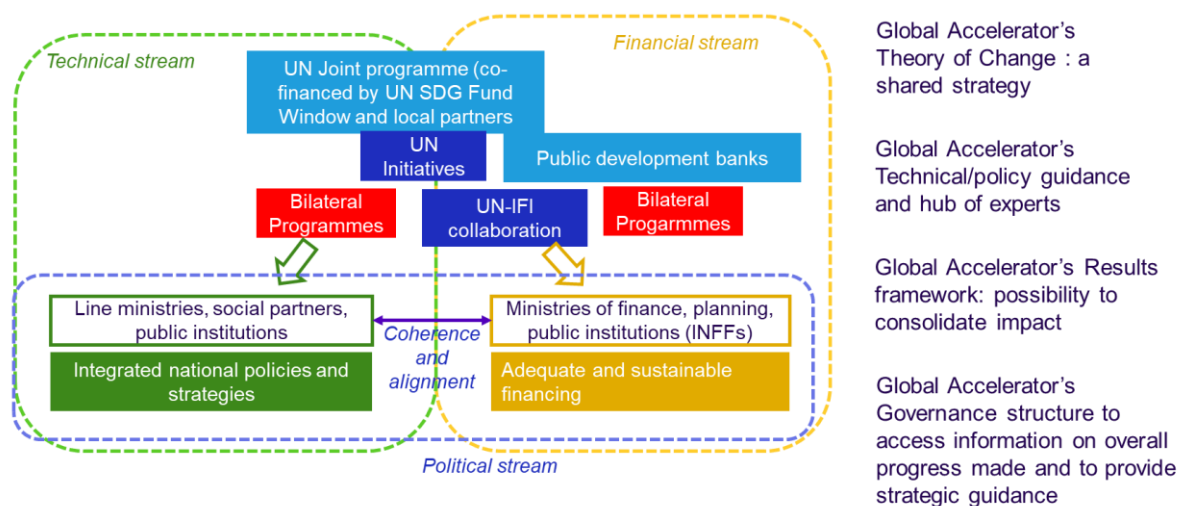
The GA will use various programming means to achieve its goals. These will not be limited to joint UN programmes. For instance, several development partners have already expressed interest in aligning their current bilateral or multilateral funded programmes with the GA at the country level. This represents a key opportunity to support coordination and maximize effectiveness and results under a common framework. A set of principles and engagement criteria for development partners who are willing to align their programmes with the GA will be established. This includes adherence to international standards, commitment to the SDGs, endorsement of the GA's theory of change, thematic road maps and intervention model; participation in national dialogues and INFF processes; joint diagnostics and problem identification; contribution to or utilization of the hub of experts; accountability based on the use of the same results framework; contributing to the generation of knowledge from the GA; and participation in the National Advisory Committee. In return, development partner programmes will benefit from enhanced visibility, stronger policy coherence and maximizing policy outcomes.

A common results framework will be developed (by the coordination team) and discussed with partner countries and agencies, and a results monitoring tool established and rolled out, to facilitate reporting and consolidation of results and impacts across countries, thematic interventions, development partners and the like. The results framework will draw on and feed into the existing reporting mechanisms of the ILO and the UN system. Joint tools will also be promoted for more effective collection of data and analysis.

UN Country Teams and other implementation partners will receive strategic framework documents and guidance notes which the TSF will continuously update to assist them in the design, implementation, monitoring and evaluation of the interventions. Technical assistance from the hub of experts will further increase alignment.

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 Accelerator's 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

Joint programmes at the country level	48	90	180	180	498
Programme support costs	5.3	9.9	19.7	19.7	54.6
Total	58.2	108.6	216.2	216.2	599.2

The budget of the Technical Support Facility will be financed from:

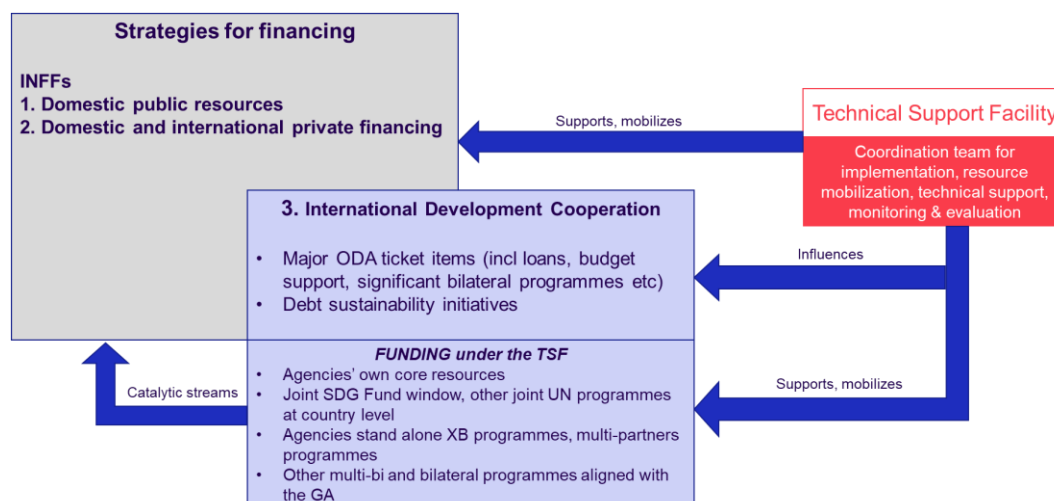
- Regular budget resources of participating UN agencies, including staff secondments.
- A Joint SDG Fund Window to kick-start joint UN programmes in countries as catalytic streams and fund the first level of support from the hub of experts and the coordination team.
- UN agencies' stand-alone projects and multi-partner funds at the country, regional and global levels in support of the theory of change of the Global Accelerator, providing additional and complementary resources for the delivery of country programmes, the hub of experts and the coordination team.
- Joint UN programmes developed locally under the leadership of UNRCs and with the participation of several UN agencies.
- Additional technical and financial resources provided by development and financial partners that wish to align new or ongoing bilateral and multilateral programmes with the Global Accelerator's results framework to support countries. This may include a loan from the World Bank or a coalition of public development banks; it may also include technical expertise through bilateral cooperation (e.g., Expertise France, GIZ and the Belgian development agency Enabel).

As highlighted above, the common results framework and results monitoring tool will provide evidence of the contribution of the Technical Support Facility to the implementation of the Global Accelerator and the achievement of the expected institutional changes, as well as impact in terms of job creation and a number of persons covered by social protection systems. It will also provide evidence of results and impact achieved per development partner, country, participating agency, funding modality (e.g., through the Joint SDG Fund Window, stand-alone projects), and so on.

CATALYTIC FUNDING STREAMS TO LEVERAGE FINANCING

The financing strategy outlined under Pillar 2 and the funding strategy will be closely interrelated. While the bulk of financing needed to achieve relevant SDGs comes primarily from domestic resources, the portfolio of projects under the Technical Support Facility will mainly act as catalytic funding streams to leverage public and private financing as well as influence, complement and maximize the effectiveness of major ODA programmes, such as budget support and other debt relief initiatives.

Figure 8. Financing and funding architecture



STRATEGIES TO ENGAGE THE IFIS

UN and IMF principals could agree, as part of the implementation of the Global Accelerator, to more systematically associate participating UN agencies in all Article IV discussions, and IMF staff in the development of national Accelerator road maps and financing strategies. The UN and the IMF could also agree on joint guiding principles as part of the implementation of the IMF's social spending framework, to promote the creation of quality jobs and universal social protection. In addition, high-level discussions with IMF Board members could be organized to consider the possibility of channelling some of the resources made available through the IMF Resilience and Sustainability Trust - which aims to provide long-term financing to countries as they tackle structural changes - to support the implementation of the countries' policy priorities on jobs and social protection for just transitions (Global Accelerator's integrated policies).

A strategic engagement could be developed with the World Bank and regional development banks in countries where these partners would find it opportune to align their policy and financial support with the national Accelerator road maps and financing strategies. This collaboration could focus, for instance, on constructing robust/resilient social protection systems through system building (including legal, governance, digitalized management information and communication and statistical systems) and contingency planning (forecasts/projections on social security financial sustainability in the event of shocks and proposed contingency options); or building linkages with the World Bank's Supporting Effective Jobs Lending at Scale programme.

Strategic partnerships could also be devised with the Coalition for Social Investment, which groups public development banks that are members of Finance in Common, to ensure that more development and investment projects are aligned with the Accelerator road maps and financing strategies.

8. COMMUNICATION AND VISIBILITY

Raising awareness about the scope and ambition of the GA, the integrated approach it promotes and, ultimately, its achievements will be important to stimulate demand for more interventions and replicate its success. To communicate strategically and effectively about the initiative, a detailed plan for communications activities is outlined below.

The GA is unique in terms of content, scope and participation of donors, agencies, and stakeholders at the country level. To ensure a good flow of information between the GA actors and with the wider public, a strong communication strategy needs to be in place. Already at this early stage, there is tremendous interest in and demand for information about the GA. This is why an initial web page was created, so far hosted by the ILO, with some preliminary information posted.

Moving forward, a communications team will be created, consisting of communication focal points from participating agencies. This team will further develop the communication strategy while already working on selected elements of it.

The communications team will also be responsible for the implementation of the strategy, including information collection, social media feeds and the permanent updating of the website. A decision needs to be made on an agency lead for the implementation of the communications strategy.

Good communication is essential for the success of the Global Accelerator, which is why the communications strategy needs to be implemented with the help of professional web specialists, social media specialists, and designers, among others. The content of the web pages needs to be in several languages, which will entail additional costs. Beyond in-kind contributions from participating agencies to the communications team, it will be essential that at the start of implementation, a communications specialist (50 per cent work time) oversees the implementation of the strategy, the coordination of the work across agencies and the development of some of the elements.

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 costing and financing, and ministries of finance have increased fiscal space for social protection during the past decade; or

		UN agencies and several ministries are involved in INFF processes
8	Partnerships with EU, IFIs, regional development banks, and development partners (potentially interested in increasing ODA)	UN agencies have Country Teams financed by donors/partners; or UN agencies are engaging with IMF on securing fiscal space for social protection
9	Potential: countries have the potential to achieve some institutional results and impact in the next four years (2022–25)	The political and economic context is conducive to policy continuation and expansion of social protection and formalization
10	National tripartite commitment	Relevant ministries (labour, social affairs, finance) and social partners have been consulted and are willing to join the Global Accelerator (in addition, they may have shown a similar will to engage in UN initiatives through their membership of USP2030, CA4JI, Global Initiative on Decent Jobs for Youth, other networks)

ANNEX II. OUTLINE OF THE INCEPTION AND IMPLEMENTATION PHASES

Enhanced multilateral cooperation and policy coherence workstream (Pillar 3)

This workstream is the backbone of the implementation strategy, as it is essentially concerned with securing the ownership of national institutions and partners of the GA during the inception phase and establishing the foundations for enhanced policy coherence during the implementation phase. It is divided into the following steps.

Purpose	Deliverables	Key partners
<i>Inception phase (September 2022–April 2023)</i>		
A.1 Establish an effective collaborative framework for the Global Accelerator among the participating UN agencies	This step will involve a series of consultations with the UNRC, UNCT and participating agencies, including the identification, possible strengthening, or establishment of relevant coordination groups within or under the UNSDCF or other ad hoc structures, with their specific mandates and functions.	UNRC UNCT Relevant UN agencies
A.2 Ensure institutional buy-in from national constituents, including government and social partners, identify national institutions that will lead the GA in the country, and secure access to national data sources for analysis	A series of dialogues with national constituents, including ministries and social partners, to define the Global Accelerator's entry points and road map at country level.	National constituents Key line ministries including prime ministry, social security institutions and national statistics office Social partners, and membership-based and other civil society organizations UNCT
A.3 Foster engagement of development partners	Commitment from development partners to contribute to the GA and align their programmes with its principles and governance structures. This will be based on the commitment secured at the global level with supporting development partners.	All relevant development partners, with a focus on IFIs and regional development banks
<i>Implementation phase</i>		
A.4 Governance structure of the GA at the country level	The governance structure of the global accelerator at the country level is defined and operationalized, based on a review of existing governance/coordination platforms.	National institutions and social partners, UN, and development partners
A.5 Enhanced coordination and policy coherence	Put in place the needed systems, knowledge management and accountability mechanisms to support coordination and policy coherence.	

ANALYTICAL AND MONITORING WORKSTREAM (CROSS-CUTTING)

This workstream will focus on continuous analysis that supports the design of evidence-based integrated strategies and programmes, and M&E, including employment and social protection impact assessment. The initial analysis undertaken during the inception phase will support programme development. The related M&E system will allow the governance structure and decision-makers to take informed decisions.

Purpose	Deliverables	Key partners
<i>Inception phase</i>		
B.1 Identification of policy gaps, social protection and decent employment deficits and job creation potential that the GA could address, with a focus on the key sectors identified in it	<p>Integrated diagnostic of the labour market and social protection based on existing studies, with a specific focus on the impact of COVID-19. The diagnostic should cover macroeconomic, social protection, business environment, trade, sectoral, private sector, and employment trends, including multiple transitions in the labour market for young people, women and informal workers, skills and lifelong learning, and climate-related risks and opportunities.</p> <p>It should clearly identify the underlying market failures and bottlenecks affecting job creation and universal social protection, and the areas where the integration of employment and social protection policies is important: either because there is incoherence and a need for alignment, or there is potential synergy/ complementarity.</p> <p>The participation of social partners and civil society (e.g., through assessment-based national dialogues) is important to promote an inclusive process and the necessary buy-in for the priorities identified by the diagnostics.</p>	<p>UNRC office, UNCT, IFIs, selected ministries and national institutions, social partners, civil society, development partners</p> <p>With support from the Accelerator's hub of experts</p>
B.2 Assessment of policy responses and ongoing programmes, and proposal of policy options and scenarios in line with international labour standards	<p>Mapping and analysis of existing policies, strategies and programmes (systematic reviews and meta-analyses), identification of policy gaps and implementation issues, and formulation of possible policy options and scenarios in line with relevant international labour standards.</p> <p>The participation of social partners and civil society (e.g., through assessment-based national dialogues), as above.</p>	
B.3 Establishment of an M&E framework, to be integrated into national M&E systems, and strengthening of national capacity to report systematically and in a transparent	<p>Establishment of baseline and targets, including ex-ante and ex-post assessment of employment and social protection impact.</p>	

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	<p>The integrated strategy will be based on a process of co-construction and prioritization. It will result in a consensus on new or ongoing programmes and interventions that will be financially and technically supported by the Accelerator, as well as specific financial and technical support required.</p> <p>The focus will be on overcoming implementation bottlenecks and areas where there is an argument for integration – and its potential benefits. It will also identify areas where there is no strong need for integration or lifelong learning; national employment policies and those on social protection can be pursued “independently” while complementing each other.</p>	UNRC office, UNCT, selected ministries and national institutions, social partners, civil society, development partners
C2. Costing and assessment of financing flows and overall needs. Design of a financing plan based on mechanisms for resource mobilization (domestic and international)	Financing needs on jobs and social protection, based on the INFF where it exists. Be able to propose mechanisms for both domestic (skill levies, individual learning accounts, social security contributions, user charges, tax reforms, energy subsidy reforms, etc.) and external resource mobilization to complement national efforts and support national capacities to build sustainable domestic financing strategies.	
<i>Implementation phase</i>		
C.3 Implementation of the elements of the integrated strategies	This phase will be country-specific and aim at the implementation of the nationally defined integrated road maps in each partner country. It will be based on specific policy measures or legislation enacted and implemented by the government as part of the Global Accelerator, and complemented by development cooperation programmes (either new or existing) that will be aligned with the GA.	